
INFORMATION TECHNOLOGY INVESTMENTS

22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

The federal government's investment in information technology (IT) is estimated to be \$59 billion for 2004, up from the 2003 Budget request of \$53 billion. This increase, much of which is expected to occur during 2003, has two primary causes: better reporting by agencies has identified \$2 billion that was not previously reported as IT; and new spending is planned to support homeland security and the war on terrorism. The increase in IT spending has primarily been achieved through reprioritizing to support key Administration goals, with a shift by agencies toward strategic use of technology to improve performance.

This investment continues to make the federal government the largest buyer of information technology (IT) in the world, and agencies are deriving better value from IT. Indeed, more effective use of IT will improve the government's overall performance. This is occurring within agencies by modernizing to support their mission and improve their infrastructure and across agencies by simplifying and unifying activities around the needs of citizens.

Some improvements have been attained through better IT management within agencies, which is discussed in detail in Table 22-1 of this document. Additionally, specific initiatives in the federal IT portfolio have started to deliver real successes in citizen services and government operations. For example:

- **FirstGov:** www.firstgov.gov is the gateway to the federal government. The site was redesigned to provide government services within "three clicks". This was accompanied by the creation of the Office of Citizen Services at the General Services Administration, which integrated FirstGov with the operations of the Federal Consumer Information Center to serve as a single point of contact to the Government on-line and by telephone. The new strategy has increased the number of site visitors by 50 percent, and the site was named "One of the Top 50 Most Incredibly Useful Web Sites" by Yahoo.
- **GovBenefits:** The Government now provides one-stop access to information and services of almost 200 government programs representing more than \$1 trillion in annual benefits. GovBenefits.gov receives over 500,000 visitors per month and appears on *USA Today's* list of "Hot Sites."
- **Free Filing:** The Internal Revenue Service has created a single-point of access to free online preparation and electronic tax filing services, provided by industry partners, to reduce burden and costs to taxpayers. As of January 2003, this service is available to a substantial majority of taxpayers at www.firstgov.gov and www.irs.gov.

- **GoLearn:** This on-line training initiative is the number one most visited e-training site in the world, with more than 36 million hits for information on many thousands of e-training courses, e-books, and career development resources. GoLearn.gov has already allowed over 30,000 federal employees to receive training at a cost of pennies per course that would not have been possible prior to the launch of GoLearn. Traditional training approaches only serve a fraction of this number of people, often at as much as \$2,500-\$5,000 per class.
- **Departments of Defense and Veterans Affairs Sharing of Information Technology:** The Department of Veterans Affairs has incorporated the Department of Defense's eligibility and enrollment system—providing veterans with seamless services as they leave the military and apply for benefits at the Department of Veterans Affairs. The Departments also are working jointly on computerized patient medical records that will allow instant exchange of patient information between the two health care systems by the end of 2005. These joint efforts escalate the pace of coordination, reducing costs while increasing efficiency and health care quality for those who have served our nation.
- **Performance Based Data Management Initiative (PBDMI):** At the Department of Education, IT is being used to transform how state student academic performance information is collected and managed. Currently states and school districts are bogged down in complicated and redundant reporting that is not effectively shared among Department of Education programs or education partners. This initiative will result in a streamlined data collection process that reduces burden on state governments and eliminates redundancy across the department.
- **I-MANAGE:** The cornerstone of the Department of Energy's efforts to improve management effectiveness, I-MANAGE will integrate disparate human resources, financial management, procurement, facilities management, budget formulation, financial and cost accounting systems. I-MANAGE replaces a less effective financial management system that was behind schedule. When implemented, I-MANAGE will provide real-time information enabling managers to monitor program performance.

The Government has also improved productivity and results from IT investments because of success in the way agencies identify, select and manage their IT investments. Some agencies—including Office of Per-

sonnel Management and the Departments of Energy and Labor—have made significant strides in identifying “modernization blueprints”, or Enterprise Architectures, to target IT investments that enable programs and business lines to high priority effectiveness and efficiency goals.

Improved business cases and other information on agency IT investments allow the Administration to more accurately identify opportunities for agencies to achieve results. Specifically, the 2004 Budget includes roughly 1400 major projects at \$35 billion. IT investments are funded only when agencies demonstrated that the project would provide significant value to its mission, had a reasonable likelihood for success in meeting goals and objectives, incorporated sufficient IT security, helped achieve the President’s Management Agenda, and did not duplicate other investments.

Despite the major gains that the Government has made over the last year, we still have much work to do. OMB continues to monitor the performance of IT investments by agencies. For example, of the \$59 billion in the 2004 Budget for IT investments, 771 projects representing \$20.9 billion are currently on an “At-Risk List”. This list includes mission-critical projects that do not successfully demonstrate sufficient potential for success through the business case, or do not adequately address IT security (currently 694 at risk projects accounting for \$18.9 billion). Agencies continually work to improve these projects and address the weaknesses that placed them on the “At Risk List”. OMB will allow investments on the list to move forward only after agencies present successful business cases.

Specific challenges that remain to better serving the citizen through E-Government include:

- There is a shortfall in qualified project managers and IT architects needed to successfully manage the federal IT investments.
- IT security continues to be an issue. Many agencies find themselves faced with the same security weaknesses year after year and are not adequately

prioritizing security improvements in their IT investment portfolio. As a result, agencies seek funding to develop new systems while significant IT security weaknesses continue, especially in their legacy systems.

As this Chapter will discuss, correcting these and other longstanding issues requires a focused effort across the Government. OMB will increasingly work to ensure that the federal government consolidates and improves the quality of IT investments. Under OMB Circular A-11 and decisions made in preparing this Budget, agencies are required to leverage existing IT investments when appropriate, and pursue agency-unique solutions only where a business case justifies such an approach.

Background

The Clinger-Cohen Act of 1996 (CCA) requires that, in conjunction with the President’s budget submission, the OMB Director submit a report to Congress on the results of federal IT spending. The Act requires that the report identify “net program performance benefits achieved as a result of major capital investments made by executive agencies in information systems and how the benefits relate to the accomplishments of the goals of the executive agencies.” The Act also requires that appropriate security and privacy controls are identified and implemented to safeguard the federal government’s information and systems. Finally, the Clinger-Cohen Act and the Federal Acquisition Streamlining Act of 1994 contain IT management reform activities that must be documented in the President’s budget submission to Congress.

More recently, the E-Government Act of 2002 requires OMB to submit an annual report on the status of E-Government, timed for submission with the Budget.

The table below provides detail on these statutory requirements.

Background for Legislation

Legislation	Description
Clinger-Cohen Act of 1996	In 1996, recognizing the importance of information technology for effective government, the President signed the Information Technology Management Reform Act and the Federal Acquisition Reform Act. These two Acts, together known as the Clinger-Cohen Act, require the heads of federal agencies to link IT investments to agency accomplishments. The Clinger-Cohen Act also requires that agency heads establish a process to select, manage and control their IT investments.
Federal Acquisition Streamlining Act of 1994, Title V (FASA V)	There are two major components of the Federal Acquisition Streamlining Act Title V (FASA V). First, agencies must demonstrate sound decision-making and a results-oriented focus when planning for projects. Second, agencies must effectively manage ongoing programs and achieve at least ninety percent of planned costs, schedule, and performance goals.

Background for Legislation—Continued

Legislation	Description
The E-Government Act of 2002	<p>The E-Government Act:</p> <ul style="list-style-type: none"> • Codifies an Office of Electronic Government, headed by an Administrator within the Office of Management and Budget • Requires Agency compliance with OMB guidance on E-Government and IT. • Authorizes \$345 million over four years for interagency E-Government projects • Requires privacy impact assessments for new IT systems and information collections that contain personal information • Authorizes a centralized online portal (www.firstgov.gov), so that information and services are organized according to citizens' needs • Improves recruitment and training of information technology professionals <p>The Act contains a variety of other provisions, for example authorizing online rule-making, enhanced use of electronic signatures, and strong new privacy protections. In addition, it makes permanent information security laws under the Federal Information Security Management Act of 2002, initially enacted through the Government Information Security Reform Act (GISRA).</p>

This Budget fulfills the statutory requirements through four components: Chapter 22, Table 22–1, the Agency IT Investments Portfolios (Exhibit 53 as required by OMB Circular A-11), and “Performance Information for Major IT Investments”. Table 22–1 summarizes the results of IT management processes at major agencies. The table documents how agency actions are improving the program results from IT investments, fulfilling the requirements of the Clinger Cohen Act.

The Agency IT Investment Portfolios (available in Exhibit 53 on the Internet at <http://www.whitehouse.gov/OMB>) provide details for the 2004 IT investments, including:

- Agency summaries of major projects and many significant projects, and
- Current and anticipated funding.

Performance Information for Major IT Investments uses the business cases provided by agencies to demonstrate project information for major investments, support of the agency's strategic goals and missions, performance goals and measures covering two years, and a description of the planned benefits of the project. Performance Information for Major IT Investments will be published on the internet at <http://www.whitehouse.gov/OMB> by March 31, 2003.

Related documents on IT security and E-Government are discussed below, and will also be available at <http://www.whitehouse.gov/OMB>.

Expanding E-Government: Bringing E-Business to the Government

Over the last year, the federal government has made significant progress toward becoming a transformed and more productive “E-Enterprise” to serve citizens. The Administration has taken a two-pronged approach to IT reform: modernizing within agencies around the tenets of e-business, and consolidating and integrating IT investments across agencies around groups of citizens that include individuals, businesses, other govern-

ments, and federal government employees. Specific achievements during the past year have included:

- Release of the federal government's first E-Strategy last February, which will be updated later this month.
- Implementation of the citizen-centered, cross-agency E-Government initiatives, discussed in the 2003 Budget, that have started to make a real improvement in government service.
- The redesign of FirstGov and creation of the Office of Citizen Services at GSA.
- The development and use of the Federal Enterprise Architect (FEA) to focus modernization on better results.
- The initial development of a “content model”, which will provide a framework to govern how the government makes information available to the public through the Internet.
- Major strides by individual agencies, such as the Departments of Energy and Veterans' Affairs, in developing e-strategies that leverage IT to modernize programs and activities.
- The development and use of standard performance measures to identify progress and areas for improvement within agency IT security programs.

In addition, the E-Government Act of 2002, signed into law by the President on December 17, 2002, codifies high-level leadership in OMB to direct the changes made possible through E-Government, embrace new initiatives and funding mechanisms, and break down the narrowly focused agency silos that have served to develop and finance IT for too long. The statute authorizes a number of the Administration's E-Government initiatives. It also embraces and furthers this Administration's citizen-centered, cross-agency and performance-based strategy to reform government through more effective use of information technology and sound development of information policy.

Other major steps that OMB and the agencies have taken in the past year include:

- The Chief Information Officer (CIO) Council members (CIOs, Deputy CIOs, and Chief Technology Officers) from the Cabinet level agencies agreed in May 2002 to work together on investment and architecture decisions that improve Government performance, such as more effective use of enterprise licenses that allow for consolidated software purchasing at significantly lower prices. This represented a major step forward to leverage IT activities across agencies, and the CIO Council's Architecture and Infrastructure Committee has been restructured to implement this agreement. The Committee's work will be enhanced with the doubling of visibility into planned IT purchases; agency business cases now address \$35 billion in the Government's IT portfolio, up from \$18 billion last year.
- OMB developed guidance under the President's Expanding E-Government Initiative that requires agencies to create "modernization blueprints", identifying the business lines of the agency, the information needed to manage these business processes, and the IT that is needed to achieve program and business goals. Law and policy use the term "enterprise architecture" to identify these agency plans; this Budget also uses the term modernization blueprints to better describe strategies that will transform and modernize an agency around the needs of the citizen.
- To provide a framework that will strengthen and integrate modernization blueprints, last year OMB and the CIO Council developed the Business Reference Model, the first of five modules of a FEA. The FEA gives OMB and agencies significant opportunities to consolidate IT investments around the needs of citizen groups (including businesses and state and local governments). Under the FEA, agencies have started to develop modernization blueprints for IT. OMB used the BRM to identify redundancies and gaps in agency business lines and proposed IT investments. More detail on the FEA and next steps can be found at the end of this chapter.

Continuing Challenges for Federal Information Technology

Even with these important achievements, the government still has a lot of work to do to address key challenges:

- As indicated, the FEA reveals significant redundancies in agency activities, while "siloe" agency-specific buying perpetuates redundant IT purchases and limits productivity gains from government technology investments.
- Data collected in the 2004 Budget Process revealed that the federal government has a major shortage of skilled IT program managers and program management skills.

- Implementation of the Government Information Security Reform Act (GISRA—now amended to be FISMA, the Federal Information Security Management Act) has provided a baseline for agency IT security performance, and the Administration now knows what has been secured and the workload remaining. The 2002 GISRA reports documented significant new and remaining gaps in federal IT security programs.

The Administration is taking steps to address each of these challenges. Specifically, the next section addresses policy improvements, as well as actions being taken in response to six "chronic problems" discussed in the 2003 Budget.

How Has the Government Responded to These Challenges?

The Principles of E-Government Lie at the Core of OMB Policy. In order to move the federal IT portfolio toward the General Accounting Office (GAO) and industry views of best practice, OMB guidance identified how agencies should provide information that improved the IT portfolio included in this Budget. This guidance discussed how to collaborate across government and within agencies, and then informed agencies on the standards that OMB would use to review and select the portfolio. Industry best practices for IT Portfolio Management were followed in the review and analysis.

Business Cases Drive Performance Improvement. As one of the key elements in the President's Management Agenda, E-Government should close performance gaps and leverage E-Business techniques to achieve an order of magnitude improvement in government performance. As in the 2003 budget process, the 2004 Budget continues to use IT investment business cases in assuring that IT investments generate increased efficiency, effectiveness, and, most importantly, maximized service to citizens. As required in OMB Circular A-11, several key criteria were applied to determine the viability of an agency's business case:

- *Linkage to the Agency and Program Performance*—Performance goals must be provided for the agency, linked to the annual performance plan as well as the agency mission and strategic goals, and performance measures must demonstrate how the project will support the improvements in the effectiveness and efficiency of the programs. Agencies must also clearly demonstrate how the project assists the agency to become more productive, citizen-centered, and results oriented.
- *Support of the President's Management Agenda*—IT proposals must include multiple agencies; state, local, or tribal governments; use E-Business technologies; be governed by citizen needs; support the FEA Business Reference Model (FEA BRM) published by OMB; and, where appropriate, be fully aligned with the President's E-Gov initiatives.
- *Mitigation of Risk to the federal government*—Agencies must demonstrate an Acquisition Strategy that uses a strong Risk Mitigation Plan to

limit the government's risk; accommodates Section 508 (access for persons with disabilities); and has a program plan with milestones, a viable program management structure, and a clearly defined way to implement the Acquisition Strategy.

- *Management of IT Security and Privacy*—Agencies must demonstrate through their business cases that each investment is compliant with IT security requirements and security costs have been identified and integrated in the overall life cycle costs of the investment. Additionally, each investment must address privacy implications when collecting personal information.

The following table documents the process used in applying these criteria for 2004 IT Budget decisions:

STEPS FOR THE 2004 BUDGET PREPARATION

1.	June: A-11 Guidance published; agencies were required to submit business case information that shows project value, program plan, cost, schedule, risk management, and leverages partnering around E-Gov projects and the FEA BRM Lines of Business.
2.	May-August: OMB memoranda identified potential opportunities for leveraging cross agency partnering.
3.	Agencies submitted business cases and IT portfolios in September, with ongoing updates; data arrived via Extensible Markup Language (XML) and were made available for on-line analysis within OMB.
4.	OMB reviewed and scored business cases based on A-11 criteria <ul style="list-style-type: none"> • Individual projects were reviewed for strategic value, viability, program decisions, etc • Agencies were provided scores and resubmitted improved business cases.
5.	OMB identifies opportunities for consolidation in three key areas: <ul style="list-style-type: none"> • The Presidential E-Government initiatives • The Lines of Business and sub-functions of the BRM. There are many potentially redundant projects within these 35 sub-functions; OMB determined a need to focus on opportunities in 6 business lines with multiple IT development requests totaling more than \$100M (human resource information systems, financial management, monetary benefits, data and statistics, public health monitoring, and criminal investigation) • Comparison of business cases for agency infrastructure against commercial best practices and IT spending benchmarks. Significant opportunities were identified for consolidating office automation and infrastructure within an agency, supporting enterprise licenses and hardware buys as well as consolidation of enterprise architecture programs.
6.	OMB provided guidance to agencies on Capital Planning and Investment Control (CPIC), Enterprise Architecture (EA), business cases, at risk projects, IT security, Government Paperwork Elimination Act (GPEA), and E-Gov initiatives. Investment increases were directed to priority areas such as Homeland Security, the war on terrorism and modernization.
7.	Agencies continue to improve business cases and revise IT Budgets to reflect decisions.

Information Technology (IT) Performance: Transformation through E-Government Must Continue to Address Six Chronic Problems

Over the past year, the Administration made significant progress in addressing the six chronic problems that were identified in the 2003 Budget as limiting IT effectiveness. Indeed, the increased visibility into major IT projects allows OMB to identify redundancy and duplication, and provides a wealth of agency data for use in funding decisions. Consequently, the Administration has implemented IT decision-making practices that review IT investments across agencies to resolve these six issues that have previously limited productivity improvements. Ultimately, agencies must continue to meet these longstanding challenges in order to deliver measurable improvements in the key areas of program performance: reduced time to process information and services ("cycle time"), lower costs for provide information and services, and improved quality in agency decisionmaking. The 2004 Budget indicates improvement in the way that agencies are handling these problems, yet there is still much to do.

1. Automation of existing outdated processes, instead of fixing underlying management problems or simplifying agency procedures to take advantage of new E-Business and E-Government capabilities.

For years IT Investments in the federal government focused on agency hardware and software needs, without addressing underlying management issues in the overall design and scope of the project. Consequently, government agencies traditionally used IT to automate existing processes rather than create more efficient and effective solutions now possible because of the state of technology. This approach, commonly referred to as paving the cowpath, has been documented as a cause of failure in major IT investments. Systems are often evaluated by the percentage of time they are working rather than the results delivered to the programs and citizen they support.

OMB's guidance for the 2004 IT budget process required that agencies take a comprehensive reform approach in identifying people, processes, and technology required to deliver significantly better results. Specifically, criteria were added to the Risk Management Section and the EA Section of the business cases to address these issues. As a result, more than 600 projects, representing approximately \$20 billion, are on the "At Risk List" for failing to address people and process transformation needed to ensure success.

In addition, OMB issued guidance to ensure that agency Government Paperwork Elimination Act (GPEA) implementation plans were not merely automating existing processes. GPEA requires agencies to reengineer their business processes in order to maximize the benefits of technology to create online transactions that are faster, cheaper, and more efficient to the citizen; GPEA means much more than simply automating a paper form. While agencies have made significant progress, much work remains. Of the 5,800 reported transactions,

only 52 percent are expected to meet the October 2003 statutory deadline of providing an electronic reporting option. OMB is driving government compliance with GPEA through its reviews of agency information collection requests under the Paperwork Reduction Act, use of the President's Management Agenda scorecard to push agencies to be in full compliance with GPEA, and leveraging resources across government to promote electronic transaction through specific E-Government initiatives. In addition, OMB is working closely with the agencies to improve their status in complying with the Act.

A key example of an IT investment request that successfully leverages technology with process redesign is the Entry-Exit program in the new Department of Homeland Security. To improve the security of our nation's borders, the processes and systems that support entry and exit from the United States must be reengineered to ensure improved information sharing and technology optimization. The Departments of Justice, State, Treasury, and Transportation, over the last year, have been developing an entry exit program to more effectively manage the people, cargo, and transport crossing U.S. borders. Ensuring that the appropriate IT systems support improved entry and exit processes is essential to achieving our Nation's Homeland Security goals. This effort is now underway and the Department of Homeland Security will take over the program in 2003.

2. Duplicative IT investments.

OMB policy calls for agencies to make maximum use of shared IT solutions and to stop redundant IT purchases. Best practices in private industry identify several opportunities for savings within an IT portfolio of investments. Three consolidation practices in the private sector also are applicable to the federal government:

- Consolidation of IT around the customer.
- Consolidation of IT within a line of business or function.
- Consolidation of IT infrastructure.

To identify potential opportunities in these areas, OMB analyzed the agency IT investment portfolios and provided feedback and suggestions to the agencies. This consolidation analysis not only identified savings for the agencies, but also served to strengthen the governance processes for IT management by identifying and continually pursuing opportunities in this area. For example, use of enterprise licenses for software can generate hundreds of millions of dollars in reduced costs.

In order to maximize consolidation opportunities, agencies must continue to identify and inventory the proposed IT investments within the agencies and across organizations. These processes are increasing the agencies' and OMB's visibility into the type of IT investments the federal government is planning, and provides a vehicle for agencies to collaborate much more effectively on solutions. Over the past year, OMB:

- Determined that due to redundant infrastructure investments, the federal government was pur-

chasing excess infrastructure capacity, such as telecommunications, office automation, and main-frame computers.

- Identified redundant IT investments made for the same purpose and supporting the same lines of business across multiple agencies.
- Developed portfolios and deployed initial versions of IT investments consolidated around citizen needs. The four portfolios comprise cross-agency E-Government initiatives for citizens, businesses, other levels of government, and the federal government's internal efficiency and effectiveness.
- Rejected agency requests for duplicative IT investments across the federal government, and rather directed agencies to collaborate together to create one-stop points of service.

In key examples of cross agency consolidations, payroll operations will be standardized and consolidated from approximately 22 separate providers to a few federal payroll providers by September 2004. The current systems employ a variety of paper and electronic processing; records are not easily shared between agencies as federal employees change jobs in the federal system; and records are manually retired upon employees' retirement and resignation. Numerous agencies had targeted their payroll operations for costly modernization efforts. Millions of dollars will be saved through shared resources and processes and by modernizing on a cross-agency, government-wide basis rather than agency-by-agency. In addition, the Departments of Agriculture and the Interior, and the Army Corps of Engineers, consolidated into one parks reservation system, which will allow the public to obtain information and make reservations for all the recreational opportunities that these agencies offer.

The Administration continues work to ensure that IT investments:

- Reflect consolidation around citizen groups and along lines of business,
- Reduce duplicative collection of data from citizens, businesses, and state and local government
- Purchase enterprise licensees for the federal government where appropriate, and
- Reduce surplus infrastructure capacity.

3. Few IT investments have significantly improved mission performance.

IT investment results have been limited by significant redundancy in federal business operations. OMB issued guidance requiring that agency IT investments synchronize with the FEA. The FEA is a tool that enables the government to identify opportunities that leverage technology and alleviate redundancy or to highlight where agency overlap limits the value of IT investments. Led by OMB, this effort identified opportunities to simplify processes and unify IT investments across the agencies and within the lines of business of the federal government. The Business Reference Model (BRM) is the foundation of the FEA. It describes the federal government's lines of business, including operations and services to the citizen—independent of the

Agencies, bureaus, and offices that perform them. The outcome will be a more citizen-centered, customer-focused government that maximizes technology investments to better achieve mission outcomes.

For 2004 Budget decisions, OMB required agencies to map their major IT investments, as presented in the Exhibit 300, to the BRM. OMB then mapped Exhibit 300s to the model and captured the information in the Federal Enterprise Architecture Management System (FEAMS). The system can now generate analysis reports for agency IT investments by each line of business, sub-function, and Agency.

As a result, OMB now can ensure that IT resources are being allocated optimally across common functions that the government performs. Functions that are performed by multiple agencies are now clearly delineated, and the opportunities for cross-agency collaboration to improve performance are readily apparent. Furthermore, because the FEA has been validated by the agencies, it has become a common framework for initiating cross-agency performance improvements. Over the past year, OMB used the BRM to:

- Assist agencies in identifying opportunities for collaborative investments, joint infrastructure projects, and greater use of enterprise licensing across the government—all of which can help agencies to focus on their mission and avoid unnecessary redundant spending.
- Deny funding to redundant investments, while directing agencies to reuse existing IT or join with other agencies making overlapping investments in the appropriate line of business.

4. Few agencies have plans demonstrating and documenting the linkage between IT capabilities and business needs.

While there are many ways to prepare enterprise architecture, the most important element is identification of how IT can be leveraged best to improve agency performance of core missions. Many agency Enterprise Architectures lack focus on business results. As a result, many agencies, bureaus and operating divisions cannot share information or systems. This shortfall increases operating costs as well as burden on citizens and businesses. Additionally, agencies cannot easily analyze IT security risks and determine investment needs; and agencies make redundant investments in IT because programs cannot predict whether IT requirements will be met without buying their own version of a system. These issues can be addressed through better use of enterprise architectures that comprise a “modernization blueprint”.

Although some improvements have been made in recent years through progress in implementing capital planning and investment control, agencies still often base IT investments on business cases that fail to link IT investments to performance improvement. As part of OMB’s evaluation on agency progress in the President’s Management Agenda, agencies are rated on the quality of their Enterprise Architecture as a modernization blueprint. For the 2004 budget, the Administration

added specific questions to the business case guidance to ensure that agencies began to tie IT investments to performance goals and measures.

Progress in this area includes:

- Agencies are progressing towards fully implementing their own Enterprise Architecture frameworks, meeting criteria set by OMB and the General Accounting Office; these criteria are used to assess agencies on their EA performance as part of the Administration’s Management Scorecard for E-Government. Some agencies, such as Department of Energy and Environmental Protection Agency, are basing IT investments on core modernization initiatives identified using their Enterprise Architecture activities. These agencies use the Enterprise Architecture process as an opportunity to identify performance gaps and ways that technology can be used to help close those gaps and better serve the citizen.
- OMB has begun to coordinate EA efforts, groups, working groups, communities of practices, etc., to ensure that the overall strategy and any guidance for EA is driven by the FEA. In the place of the redundant and overlapping activities will be a structured and well-planned modernization effort guided by the work of the FEA.
- For the 2004 business cases, OMB added specific questions to ensure that agencies began to tie IT investments to the performance goals and measures of the programs they support.

5. Many major IT projects do not meet cost, schedule, and performance goals.

Under the Federal Acquisition Streamlining Act (FASA) and the Clinger Cohen Act, agencies must report and track progress against cost, schedule and performance goals for IT. Under OMB Circular A-11, agencies are expected to achieve on average 90 percent of the cost and schedule goals without reducing the performance capabilities of the items being acquired. There is wide variation in the performance of agencies against these benchmarks. The greatest problem for the agencies is identifying how a project is performing against planned costs, schedule, and mission improvement goals. Until agencies begin to establish and document baselines, the Administration’s ability to assess whether agencies are meeting such goals will be limited.

A comparison of agency investment requests for 2003, versus what is reported as actual costs, provides specific demonstration that too many IT projects have cost and schedule overruns. A sample comparison of projects-identified cost growth ranging from 10 percent to 225 percent! Not surprising, these same projects failed to successfully make the business case for the 2004 budget and have either been rejected or placed on the “At Risk List”.

Over the past year, OMB has approached this issue from two separate yet complementary standpoints: 1) improving agencies abilities to meet planned cost, schedule, and performance targets, and 2) raising the skills of the federal IT workforce and agencies.

The root problem appears to be a shortfall of skilled IT professionals to support the magnitude of federal IT projects. Specifically, nearly 1,200 of this year's IT projects (major and small) represent IT projects over \$5 million; therefore, the federal government needs a similar number of qualified project managers and solutions architects. However, review of over 1,000 proposed IT business cases for 2004 indicates a significant shortage of skilled personnel, which increases the risk that IT projects will fail. A Gartner August 2002 report (Get the federal IT Workforce in Shape, 19 August 2002, Gartner) found that "Projects to improve federal security, intelligence and E-Government will not succeed unless the U. S. government has a talented and high-caliber IT workforce." For a variety of reasons, the current IT workforce is not able to meet the increased workload and rapidly changing IT environment.

It is important to note that the skills required of today's IT workforce have less to do with technology than with developing and justifying business cases; building and leading cross-functional and cross-organization teams; and planning and monitoring contractor cost, schedule, and performance. Solutions architects are needed to oversee integration of people, process and technology elements of a successful program. Project managers are needed to lead and direct myriad government and contractor personnel, while interfacing with program and oversight officials. Unfortunately, many IT project staff have been selected based on their education and experience in positions requiring technology skills without the benefit of honing business and change management skills. In addition, there is a significant change in the number of projects in a department from year to year, and IT staff cannot move across departments in line with shifting requirements. The skills imbalance was identified by the federal CIO Council, which established the CIO Council IT Workforce Committee to work with OPM to implement innovative commercial best practices toward identifying and closing the skills gap.

The Administration has established a number of efforts to address this area, including an inventory of skills and training opportunities, enhanced training programs, and an online "virtual" job fair. Most recently, OPM and the CIO Council IT Workforce Committee developed federal project management qualifications. Positions requiring those qualifications will be titled with a "project management" suffix. The qualifications are currently being reviewed by the HR community as well as the CIO community. Attaining breakthroughs in closing the skills gap requires partnership of Agency mission program managers, HR officers, and CIOs. While it was primarily the CIO Council that led the charge, the project management challenge and the OPM qualifications are recognized as enterprise tools that apply to project management of every federal investment.

There are several strategies to improve the government's capacity to manage its IT portfolio. In response to the President's Management Agenda, and emerging

needs such as homeland security, the federal IT workforce needs to become flexible to meet these new cross-agency needs. To address this issue, over the past year, OMB:

- Required that all major acquisitions implement an Earned Value Management System (EVMS), based on the industry developed ANSI/EIA Standard 748. An EVMS supports program management by effectively integrating the work scope of a program with the schedule and cost elements for optimum program planning and control. The system requires thorough planning, combined with the establishment and disciplined maintenance of a baseline for performance measurement.
- Directed that by the end of 2004 all major acquisition programs should have an EVMS in place that will enable agencies to report accurate information on the achievement of the baseline cost, schedule and performance goals during 2005.
- Indicated that for the 2005 budget submissions, OMB will compare what was reported in the 2004 business cases against what agencies report in 2005 to determine whether or not the investments are meeting cost, schedule and performance goals.
- Directed agencies to have a program management plan and a qualified project manager for projects to be approved for spending in 2004 and thereafter.

6. Major gaps exist in agency and government-wide computer-related security.

The Government Information Security Reform Act (GISRA) requires federal agencies and Inspector General (IGs) to conduct annual IT security reviews of programs and systems and report the results of those reviews to OMB and the Congress. OMB issued specific reporting instructions to agencies and IGs to ensure appropriate and uniform reporting. GISRA was recently revised under the E-Government Act of 2002 and renamed the Federal Information Security Management Act.

Under the first year of GISRA reporting in 2001, the Administration was able to establish a baseline of agencies' IT security performance. OMB is assessing the 2002 agency and IG reports, to identify progress made against that baseline as well as identify new or remaining weaknesses. A summary of agency and IG reports will be included in the annual OMB report to Congress on IT security in 2003. Initial review of agency and IG reports are mixed. While some agencies (e.g., DOJ, DOT, and DOL) have demonstrated clear progress over the last year, significant challenges remain for other agencies.

Agency and IG reviews identify numerous IT security weaknesses. To ensure that those weaknesses are appropriately addressed, OMB guidance also requires agencies to develop, implement, and maintain plans of action and milestones for every program and system where an IT security weakness was found. Agencies submit these plans along with quarterly updates on their progress in closing security performance gaps to

OMB. These plans are tied directly to the budget request for a system. Agency progress in executing their plans is used in determining the quarterly E-Government score for the President's Management Agenda Scorecard. Last year, OMB also increased enforcement of the IT security criteria for funding new investments. This year, OMB is reinforcing longstanding policy that agencies address serious IT security weaknesses in their legacy systems prior to proceeding with new IT investments.

For the first time, the federal government's IT security program now has a basic set of IT security performance measures, a comprehensive and uniform process for collecting data against those measures, and a set of tasks and milestones that enable tracking of federal IT security progress. Additionally, agency reports reveal that further progress has been made against the six common government-wide IT security weaknesses identified in last year's budget:

1. *Increasing agency senior management attention to IT security.* In addition to conditionally approving or disapproving agency IT security programs, OMB used the President's Management Agenda Scorecard to focus on serious IT security weaknesses. Through the scorecard, OMB and senior agency officials monitor agency progress on a quarterly basis. As a result, senior executives at most agencies are paying greater attention to IT security.

2. *Development of IT security performance measures.* For the 2002 reporting instructions OMB developed high-level management performance measures to assist agencies in evaluating their IT security status and the performance of officials charged with implementing specific IT security requirements. Agencies reported the results of their security evaluations and their progress implementing their corrective action plans according to these performance measures. These measures are mandatory and help to ensure that accountability follows authority.

3. *Improving security education and awareness.* Through the Administration's "Go-Learn" E-Government initiative on establishing and delivering electronic training, IT security courses were available to all federal agencies in late 2002. Initial courses are targeted to CIOs and program managers, with additional courses to be added for IT security managers, and the general workforce.

4. *Increasing integration of security into capital planning and investment control.* OMB continues to aggressively address this issue through the budget process, to ensure that adequate security is incorporated directly into and funded over the life cycle of all systems and programs before funding is approved. Through this process agencies can demonstrate explicitly how much they are spending on security and associate that spending with a given level of performance. OMB also provided agencies guidance in determining IT security costs of their IT investments. As a result, federal agencies will be far better equipped to determine what fund-

ing is necessary to achieve improved IT security performance.

5. *Working toward ensuring that contractor services are adequately secure.* Through the Administration's Committee on Executive Branch Information Systems Security, an issue group was created to review this problem and develop recommendations for its resolution, to include addressing how security is handled in contracts themselves. This issue is currently under review by the Federal Acquisition Regulatory Council to develop, for government-wide use, a clause to ensure security is addressed as appropriate in contracts.

6. *Improving process of detecting, reporting, and sharing information on vulnerabilities.* Early warning for the entire federal community starts first with detection by individual agencies and reporting to incident response centers at the FBI, GSA, DOD, or elsewhere. While it is critical that agencies and their components report all incidents in a timely manner, it is also essential that agencies actively install corrective patches for known vulnerabilities. To further assist agencies in doing so, GSA's Federal Computer Incident Response Center (FedCIRC) recently awarded a contract on patch management. Through this work, FedCIRC will be able to disseminate patches to all agencies more effectively.

As agencies conduct more reviews, the number of security weaknesses they will find is likely to increase. Based on agency and IG IT security reports, agencies' plans of action and milestones, and IT budget materials, both progress and weaknesses have been identified. OMB set targeted milestones for improvement for some of the critical IT security weaknesses. These targets include:

- More agencies must establish and maintain an agency-wide process for developing and implementing program and system level plans. Plans of action and milestones must serve as an agency's authoritative management tool, to ensure that program and system level IT security weaknesses, once identified, are tracked and corrected. By the end of 2003, all agencies shall have an adequate process in place.
- Many agencies find themselves faced with the same security weaknesses year after year. They lack system level security plans and certifications. Through the budget process, OMB will continue to assist agencies in prioritizing and reallocating funds to address these problems. By the end of 2003, 80 percent of federal IT systems shall be certified and accredited.
- While agencies have made improvements in integrating security into new IT investments, significant problems remain in ensuring security of new and in particular, legacy systems. By the end of 2003, 80 percent of the federal government's 2004 major IT investments shall appropriately integrate security into the lifecycle of the investment.

Making Use of Statutory Authorities for IT Management

In addition to the cross-cutting steps taken to address each of these chronic problems as discussed above, OMB has also begun to use one of the key authorities established in section 5113 “Enforcement of Accountability” of the CCA. Under this authority, the use of which has been endorsed by the General Accounting Office (GAO), the Director is required to evaluate information resources management practices of the executive agencies with respect to IT investments. As part of this evaluation OMB issued “Clinger Cohen Letters”. These letters were used to identify and halt further investment in potentially redundant IT investments, and are summarized below.

Clinger Cohen Letters Issued:

E-Clearance issued on April 29, 2002 (B-02-03) “Expedited Processing of National Security Clearances using the Clearance Verification System”

- The Clearance Verification System (CVS) ensures that there is documentation in a centrally accessible databases of all government issued security clearances, and is an important element in the Administration’s Homeland Security efforts.
- The purpose of this bulletin is to direct Executive branch departments and agencies whose clearance records are not in JPAS or an intelligence community database to comply with the Bulletin’s requirements to load clearance information into the combined environment. The bulletin also gives OPM the authority to link the DoD and OPM systems to simplify and automate locating investigations and clearances for anyone in DoD or any civilian agencies, and will reduce the number of reinvestigations.

Online Rulemaking Management issued on May 6, 2002 (M-02-08)

“Redundant Information Systems Relating to On-Line Rulemaking Initiative”

- The purpose of this memorandum is to advise agency heads of the intention to consolidate redundant IT systems relating to the President’s on-line rulemaking initiative.

The memo directs all federal rulemaking agencies to:

- Leverage and use a single, front-end web application for receiving public comments on proposed agency rules by December 31, 2002.
- Consolidate duplicative “back end” information technology systems into an integrated solution built on an existing system and processes by December 31, 2003.
- Conform agency IT spending to the On-Line Rulemaking program plan.

Homeland Security issued July 19, 2002 (M-02-12)

“Reducing Redundant IT Infrastructure Related to Homeland Security”

- Consolidation and integration of IT infrastructure across the component agencies of the Department of Homeland Security presents significant opportunities for savings while providing the best investments for our homeland security mission.
- The memo directs component agencies to:
 - Cease temporarily all IT infrastructure system development and planned modernization efforts above \$500,000 pending an expedited review of all DHS component agencies investments.
 - Identify any current or planned spending on IT infrastructure
 - Participate in the Homeland Security IT Investment Review Group led by the Office of Homeland Security (OHS) and OMB.

Homeland Security issued July 30, 2002 (M-02-13)

“Review and Consolidation of Business Management Systems for the Proposed Department of Homeland Security”

- An effective DHS requires high quality integrated common systems. A similar opportunity to integrate IT for effectiveness and economy exists in the case of management systems for financial management, procurement, and human resources.
- The memo directs component agencies to:
 - Cease temporarily new financial management, procurement, and HR system development or modernization efforts above \$500,000 pending an expedited review of all DHS component agency investment plans.
 - Identify any current and planned spending on IT systems directly for or related to financial management, human resources management, and procurement.
 - Participate in the Business Systems IT Review Group led by OMB and OHS.

Recreation One-Stop issued on December 17, 2002 (M-03-03)

“Redundant Reservations Systems Relating to Recreation One-Stop Initiative”

- The purpose of this memorandum is to advise agency heads of the intention to consolidate redundant IT systems relating to recreation reservations systems as part of the President’s Recreation One-Stop Initiative.
- Affected agency IT spending for recreation reservation systems must conform to the Recreation One-Stop reservation program plan and the October 2003 consolidation. If necessary, OMB will apportion funds consistent with a migration plan developed by the Recreation One-Stop reservation initiative team.

E-Payroll issued on January 10, 2003 (M-03-05) “Consolidating and Standardizing Federal Civilian Payroll”

- The purpose of this memorandum is to advise agency heads of the actions required to consolidate federal government Payroll providers. Specific actions include:

- DoD, GSA, DOI, and USDA will proceed with payroll processing migration and consolidation to two partnerships under OPM's leadership.
- Agencies who receive payroll processing from DoD, GSA, DOI or USDA will remain with those providers through September 30, 2004.
- Agencies identified to migrate to a new provider must confirm selection of payroll processing provider with OPM no later than February 3, 2003.
- Agencies other than DoD, GSA, DOI, and USDA shall not spend 2003 funds for modernization of payroll processing unless that IT investment facilitates the agency migration to one of the consolidated payroll processors.

Many agencies made significant progress in accomplishing the goals of expanded E-Government, leveraging information technology to become more citizen-centered and results oriented. For more information on agency implementation of the Expanding E-Government initiative, see Table 22-1; and for more information about the PMA Scorecard, see the "Governing with Accountability" chapter in the Budget volume.

Improving Performance and Citizen Service Across Government through the E-Gov Initiatives:

The expanded E-Government initiatives are improving the delivery of government services to the citizen. Instead of putting thousands of government forms and reams of information online, the federal government is using technology as a tool to better serve citizens and improve efficiency. IT provides higher quality of information at an often lower cost to the government. People are able to choose when they access the information and utilize these government services electronically. The government is making progress both in agency-specific efforts and in the cross-agency initiatives. Detail on these cross-agency initiatives is provided in Table 22-2 of this document. Here are some highlights of major successes since February 2002:

Volunteer.gov: Works in support of the President's USA Freedom Corps initiative, allowing citizens to volunteer for more than 100,000 openings at national parks, veteran's hospitals and other federal facilities.

Recreation.gov: One-stop online access to America's National Parks and public recreation areas. The website includes links to 1900 federal parks with over 750,000 site visitors per month.

GovBenefits.gov: One-stop access to information and services of almost 200 government programs representing more than \$1 trillion in annual benefits. GovBenefits receives over 500,000 visitors per month and is represented on USA Today's list of "Hot Sites."

Integrated Acquisition: Supports cost-effective acquisition of goods and services by agencies, while eliminating inefficiencies in the current acquisition environment by providing a one-stop portal for vendor registration. In addition, this initiative is providing government purchasing managers with a past performance informa-

tion retrieval system and an on-line catalog of items available at different prices from multiple agency contracts.

Progress has also improved in agencies becoming more citizen-centered and results oriented, based on results from the perspective of the four key citizen-centered groups.

Government to Citizen (G2C). The objective of the portfolio is to provide one-stop, on-line access to information and services for the citizen. The portfolio has met most of its objectives, but work remains to be done. GovBenefits.gov has compiled most government benefit programs online and developed a tool so citizens can easily determine their eligibility for benefit programs. The portfolio is reusing this tool on specific benefit topics like seniors, loans, and disabilities—multiplying its impact for the citizen. 77 percent of government site users have gotten tourism and recreation information from government websites (Pew Internet & American Life Project, April 2002). Recreation.gov has merged recreation data from across the government into an easy to use site that addresses this demand. It also provides the same data to private sector sites that pick subsets for their specific topic web site—"franchising" much like GovBenefits above. Finally IRS Free Filing is using a private-public partnership to deliver free Internet tax filing to the public. 70 percent of those who filed their taxes online say have saved time and about half say they saved more than an hour (Pew).

Government to Business (G2B). The goal of the Government to Business portfolio is to reduce burdens on business, provide one-stop access to information and enable digital communication using the language of E-Business (XML). Businesses have started to receive benefits as a result of our efforts through a series of one-stop portals and soon as a result of limited information re-use across agencies. Success from the Business Compliance One-Stop initiative can already be found in Businesslaw.gov where businesses can access information about laws and regulations and can use expert tools that make it easier and cheaper to understand and comply with laws and regulations. Exciting work has also begun to form the basis for a unified portfolio of health data domains that will allow for the sharing of medical record information across government agencies and healthcare organizations. Under the E-Rule-making initiative, businesses will no longer need the assistance of a lawyer or lobbyist to participate in the regulatory process. Citizens and businesses can now easily find, read and comment on proposed federal rules or regulations at the regulations.gov website. Finally, the Expanding Electronic Tax Products for Businesses Initiative will benefit 5.4 million corporations by reducing

the burden associated with filing the 1120/1120S (Corporate Income Tax) Forms.

Government to Government (G2G). The G2G portfolio's primary goal is to enable federal, state and local governments to more easily work together to better serve citizens within key lines of business. There are mixed results. Tremendous progress was made on two initiatives, E-Grants and E-Vital. In 2002, both projects worked closely with state and local governments to create standards and pilots that facilitate data integration and deliver measurable benefits to all levels of government. Three other projects, relate to Homeland Security. Stakeholders in these initiatives serve vital constituencies, and in many cases maintain significant existing infrastructure investments. The Disaster Management initiative launched a portal (disasterhelp.gov) for public safety personnel that includes secure messaging and tools to facilitate communication and disaster response.

Internal Efficiency and Effectiveness (IEE). This portfolio's focus is to apply industry best practices to government. Accomplishments in 2002 initiated business transformation successes by advancing agency partnering, citizen focus, and reduction of stovepipe systems. DOT's Virtual University investment was leveraged to deliver the E-Training government-wide online training portal (Golearn.gov); migrating online training services from over 40 agencies to one, while supporting areas of competency in achieving Human Capital goals. E-Payroll, through the efforts of multi-agency teams, is initiating the migration of agencies from the present 22 providers to two payroll partnerships, with a projected lifecycle cost savings of \$1.2 billion. Integrated Acquisition has resulted in an agency-shareable single vendor-performance file; a single vendor registration area that makes it easier to do business with the federal government, and a community platform for the Intra-Governmental Transfers, a significant governmental accounting challenge. E-clearance has defined the aggregation and sharing of clearances along a single entry point, 98 percent of investigations will be located with one search.

Looking to the Future: Overall Governance Process

In order to generate performance improvement from IT across the government, it is necessary to rethink the organizational, governance, and funding structures that hamper cross-agency coordination. Actively managing federal IT investments as a consolidated portfolio is needed to obtain more productivity from the federal IT investments. There are major policy decisions that must be made, including what will be the roles of agencies with overlapping responsibilities. These decisions must be made to drive productivity and better deliver the services to the citizens.

To facilitate the federal government working as one enterprise, the government has developed a number of new tools. The FEA is helping to identify opportunities for agencies to collaborate and eliminate redundant spending. The FEA BRM describes the federal government by common lines of business, and opportunities for key cross organization initiatives. By describing the federal government around common business areas instead of the stovepiped agency-by-agency view, it promotes agency collaboration. The Performance Reference Model (PRM) provides a framework for identifying performance improvement opportunities in quality, costs, and cycle time, spanning traditional organizational structures and boundaries.

In addition, the Expanding E-Government Initiative requires agencies to develop modernization blueprints that will close performance gaps and more effectively perform their mission to the citizens. Together, the FEA and agency modernization blueprints identify what agencies have IT investments and where there are gaps in leveraging technology for performance improvement or opportunities to consolidate IT spending.

Agencies have started to come together under the leadership of the President's Management Council (PMC) to establish a framework for collaboration. The PMC has identified three of the E-Government initiatives (Project SAFECOM on wireless interoperability, Disaster Management, and E-authentication) as needing full PMC involvement, while determining the remaining 21 should be managed by either the team of agencies affected or a lead agency that has primary mission responsibility addressed by an initiative.

In 2004 OMB proposes to add staff to the new Office of Electronic Government and IT to develop and use the FEA. The FEA will be used to identify both significant gaps as well as redundancies across agency major IT investments.

While there are new tools to foster collaboration, agencies' CIOs have not felt empowered to develop new joint investments. Using agency business case data and the BRM, OMB identified that as much as 20 percent of agency IT requests could benefit from a joint agency approach. However, of the approximately 1300 major projects that were submitted in 2004, a small number were joint submissions from multiple agencies. The government will continue to incorporate enterprise architecture criteria into the regular process of developing joint IT investment proposals as well as to use the budget process to reduce duplicative spending.

Emerging from this process will be a systematic way to group interagency initiatives into three areas. In each area, it will be critical to assign clear responsibility to the agency or agencies that must take the lead in implementing the initiatives. The three areas are:

1. IT and E-Government projects where it is clear that one agency has the lead. These can be implemented through the normal agency-specific budget process.

2. IT and E-Government projects where a subset of agencies are involved. These may require joint ownership and funding.

3. IT and E-Government projects that are common to all agencies or rise and govern at a level of major policy significance. These will require action from the PMC as a whole to be successful, as well as a new way to finance their operations.

Expanding the Transformation by Modernizing Across Agencies

In order to continue, enhance, and make lasting E-Government transformation, the Administration is working to integrate the FEA with federal budget preparation and execution processes. The fully integrated processes will allow continuous integration and consolidation of systems and processes in order to better fulfill citizen needs. The FEA is a powerful tool for identifying both key gaps and redundant efforts and can be used to determine the most effective investment of IT.

A recent report by the National Commission on the Public Service, chaired by Paul A. Volcker, entitled "Urgent Business for America: Revitalizing the Federal Government for the 21st Century", found that "Across the full range of government activities, new demands are accelerating, and the pace of change is quickening. At the same time, the federal government has had difficulty in adapting to the knowledge-based economy and taking advantage of the significant advances in technology." The FEA will allow the government to address these challenges by identifying both significant gaps as well as opportunities to leverage technology across agency processes. The FEA BRM describes the federal government by common lines of business, and points to opportunities for key cross organization initiatives.

Working with the Chief Information Officer's (CIO) Council, OMB built a first version of the BRM. It has used this model to assess agency IT investments for 2004 and identify areas for future integration across agencies. The Administration is incorporating enterprise architecture criteria into the regular process of developing joint IT investment proposals. In addition, the new E-Government Act should the identification and use of cross agency initiatives consistent with this approach. The process is premised on several critical success factors:

- The Director of OMB and the PMC work together to establish targets for consolidation of IT initiatives to achieve substantial cost and citizen service gains.
- Federal agencies analyze IT redundancies and gaps in order to achieve citizen outcome goals.
- Business line owners in agencies are identified and provided with the authority and resources to lead cross-agency consolidation efforts.
- Resources are committed by both the business line owners and the involved agencies to ensure that complete and accurate analysis of consolidation opportunities are conducted.

- OMB oversees the overall process, utilizing the FEA, of evaluating agency progress in eliminating redundancies and gaps through the budget process.
- Communication with key Congressional stakeholders, including GAO and the appropriate committees, occurs regularly.

The Administration has defined an annual cycle for identifying, analyzing and deploying opportunities to integrate and consolidate activities along business lines that cross agency boundaries. The policy of the Administration is that IT transformation will be based on consolidation along lines of business and citizen needs: agencies will have to make the business case for developing a unique solution.

As a result of deployment and use of the FEA BRM in evaluating 2004 agency IT budgets requests, OMB has been able to identify potential redundancies in six business lines:

Financial Management—involves the aggregate set of accounting practices and procedures that allow for the accurate, efficient, transparent, and effective handling of all government revenues, funding, and expenditures. This includes cost management, funds management, financial reporting, general ledger management, payment management and accounts receivable management. OMB identified over \$250 million in financial projects that are candidates for further analysis of potential savings.

Data and Statistics—includes activities performed in providing data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.

Human Resources—includes all activities associated with the recruitment, management and separation of employees. It includes recruitment, staffing, employee and labor relations, advancement and awards, benefit management, payroll management and expense reimbursement, resource training and development and security clearance management. Based upon a review of systems in the Human Resources business line, OMB identified systems requests of over \$50 million that should be further assessed for potential savings.

Monetary Benefits—involves the allocation of money to members of the public for retirement (e.g., Social Security), welfare, unemployment, medical services (e.g., Medicare, Medicaid), and other related services. Initial review revealed an estimated \$200 million in investments that require further assessment.

Criminal Investigations—includes the systems that support the federal government's criminal investigation activities. Initial review revealed an estimated \$300 million in investments that require further assessment.

Public Health Monitoring—involves activities associated with monitoring the public health and tracking the spread of disease.

Funding for systems in these areas will be subject to review and potential integration or consolidation. Teams composed of representatives of each partner agency, the lead agency or "business line owner", and

appropriate OMB officials would be established to conduct a thorough assessment of the potential redundancies in each business line. Based on these assessments, funding would be aligned; the funding would then be managed by the business line owners. A portion of the savings from eliminating redundant systems within these business lines could be re-allocated to higher priority activities, as appropriate, in coordination with the agency.

Conclusion

E-Government is an integral part of the President's Management Agenda, making it easier for citizens and businesses to interact with their government, save taxpayer dollars and streamline citizen-to-government transactions. Table 22-1 summarizes the results of IT management processes at major agencies while Table 22-2 provides summary information on each of the Presidential E-Government initiatives. A copy of the President's E-Government strategy, which includes additional information on each of the E-Government Ini-

tiatives, is available on the OMB Web site at www.omb.gov.

In conclusion, while the federal government has made significant progress in implementing E-Government to better serve the citizen efficiently, work remains. The federal government must further rationalize its architecture to eliminate redundant IT investments that are both costly and often create unnecessary burden to the citizen. OMB expects the number of interagency E-Government initiatives to grow significantly in the 2005 budget process as a result of the further deployment of other FEA Reference Models and the expansion of OMB's FEA governance processes, as discussed above. Agencies must continue to collaborate together to develop innovative solutions and work as one federal enterprise instead of individual agencies. OMB will continue to focus agencies on achieving measurable results from IT investments. Agencies must also continue to improve their workforce to better manage its IT investment and improve the security of these investments.

Table 22–1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Agriculture				
USDA's CPIC process is used in concert with their Modernization Blueprint, EA, and their E-Gov Strategy throughout the budget process. The CPIC and EA are working toward full integration.	USDA's EA is continuing to focus on the business, data, application, and technology layers of the EA. USDA is also working to integrate the EA efforts throughout the department.	For the 2004 budget, USDA prepared 50 business cases. 48 made the business case. USDA will review its IT investments to ensure that projects and systems that meet the criteria for major projects provide business cases.	USDA continues to participate in many E-Gov initiatives including Safecom, Gov-Benefits, Geospatial, e-Loans, e-Grants, e-Payroll, e-Training, e-Travel, Integrated Acquisition, and e-Authentication. Starting in 2003, USDA will participate in the e-Grants pilot by using the new standard for grant applications and synopsis data. The USDA E-loans initiative must be aligned and coordinated with the government wide e-Loans initiative managed by the Department of Education. As a federal payroll provider, USDA is responsible for financing and migration strategies to ensure e-Payroll goals are met. USDA's progress in complying with GPEA has 58 percent (272) of its 469 total transactions projected to meet the deadline.	The Department should create an integrated EA effort that consolidates the myriad of EA efforts underway in the Department. All organizations within USDA should partner with the Department's Office of the CIO to eliminate the redundant EA efforts and to continually pursue opportunities for consolidating office automation.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Commerce				
All components (CIO, CFO, Procurement Executive) participate in the CPIC process. DOC has made progress toward integrating its CPIC and EA processes.	DOC’s EA work is identifying key business modernization issues and has made progress on developing the 4 layers (Business, Data, Application, Technology). The EA is used to make budget decisions about IT investments.	Commerce provided business cases for all major systems and 60 percent of its total IT investments.	DOC’s International Trade Administration is the managing partner of the International Trade Process Streamlining initiative (ITPS), and NOAA and Census are actively involved in the Geospatial One-Stop initiative. DOC is also participating in the integrated project team of Project SAFECOM and is involved in Rec-One Stop, e-Grants, e-Training, e-Travel, Integrated Acquisition and e-Authentication. DOC has made progress in meeting its GPEA requirements; only 11 significant transactions (transactions with over 5000 respondents) will be delayed beyond the end of 2003.	In 2003, Commerce should continue their efforts to align the agency EA with the Federal Enterprise Architecture. The department will continue and increase involvement in the development and deployment of the President’s E-Government initiatives. By mid-February, the Department will update the Agency’s IT Strategic Plan, tie to specific measurable results and identify 2–3 major modernization initiatives for the department that are also strongly linked to measurable outcomes/results. Commerce will submit a revised Enterprise Architecture that reflects these major modernization initiatives.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Department of Defense				
DoD operates a lengthy budget review process, the Planning, Programming and Budgeting System (PPBS), which serves as the capital planning and investment control process for DoD. The PPBS system often fails, however, to link budget and performance for Information Technology systems and to integrate Information Technology efforts with the mission of the department.	DoD’s Enterprise Architecture, the Global Infrastructure Grid (GIG), is a good start for developing an Enterprise Architecture. The newest version, Version 2.0, to be released in January 2003 for departmental coordination, is expected to expand the scope of the current version of the Enterprise Architecture. The DoD Chief Information Officer will work to ensure the Financial Management Architecture (FMA) effort is consistent with the department’s Enterprise Architecture, the Global Infrastructure Grid.	DoD submitted complete business cases for 184 major projects, as defined by DoD, totaling about \$14 billion. This shows a substantial improvement by the department to increase the visibility into the Information Technology portfolio. In addition, the quality of the business cases improved greatly.	DoD is involved in many of the E-Gov initiatives including, Online Rule-making Management, Disaster Assistance and Crisis Response, Project Safecom, e-Grants, Geospatial One-Stop, Integrated Acquisition, e-Authentication, and e-Records. DoD is commended for the work it has done with the E-Clearance and E-Authentication E-Gov projects. DoD is also working with other federal agencies in the e-Payroll initiative. DoD is improving the coordination and alignment of the medical care delivery systems in DoD and the Department of Veterans Affairs (VA). DoD continues to make progress implementing the requirements of GPEA. DoD projects that 69 percent (94) of 137 total transactions will meet the deadline to comply with GPEA.	DoD will release the newest version (version 2.0) of the department’s Enterprise Architecture, known as the Global Information Grid (GIG) in January 2003 for Departmental coordination. DoD will release the Financial Management “To-Be” Architecture in April 2003. DoD will continue to determine the most appropriate alignment of the department’s Enterprise Architecture and the Financial Management Architecture with the Federal Business Reference Model.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Education				
All components (CIO, CFO, PEC) participate in its CPIC process. The Department has developed an integrated CPIC process which will allow for analysis of IT investments for compliance with the EA.	Education’s EA work has made progress on developing the 4 layers (business, data, application, and technology), but does not yet fully address security. ED has developed a draft Security Reference Model which addresses this shortfall. ED should continue its work to align FSA’s EA with the Department’s EA and the Federal Enterprise Architecture.	Many of ED’s projects failed to make successful business cases because of security weaknesses and will be placed on the “At-Risk” list for monitoring. ED will report to OMB on a quarterly basis the progress made toward certifying and accrediting each system described in an “At-Risk” business case.	ED’s E-Gov efforts are resulting in tangible efficiencies and improvements. ED has improved its business cases and investment review process and is significantly ahead of other agencies on GPEA requirements. The Department is involved in a number of the E-Gov initiatives including Gov-Benefits, e-Loans, e-Grants, e-Travel, e-Training, Integrated Acquisition and e-Authentication. The Department should begin implementation of the e-Loans initiative. ED has made progress in meeting GPEA requirements: 74 percent (126) of its transactions (representing 88 percent of the total respondent burden) are projected to have an electronic option. ED is developing a plan for the incorporation of the remaining relevant transactions.	In terms of EA, ED must develop a comprehensive strategy that clarifies: <ul style="list-style-type: none"> • the factors that will guide EA development prior to One-ED completion; • how IT decisions will be coordinated with both an “interim” EA and ongoing information provided by One-ED; and • how agency-wide IT decisions will be coordinated with FSA IT decisions prior to the completion of an integrated EA. ED should continue the implementation of system risk assessments and associated corrective action plans, and certify and accredit all major systems.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Energy				
The Department has a strong CPIC process that is integrated with both the EA efforts and the budget process.	DOE has made significant progress on its EA efforts and should continue working on aligning its EA with the Federal Enterprise Architecture (FEA) effort.	The Department has made significant progress on providing business cases compliant with A–11 and A–130. However, many of DOE’s projects failed to make successful business cases and will be placed on the “At-Risk” list for monitoring. DOE must report to OMB on a quarterly basis on the progress made toward strengthening business cases for “At-Risk” projects and the management of the projects.	The Department should continue working on the E-Gov initiatives. It is currently a partner in including Gov-Benefits, E-Records, E-Grants, E-Training, E-Travel, Integrated Acquisition, and E-Authentication. DOE’s progress in complying with GPEA indicates three of the projected 19 transactions will meet the deadline of 10/03.	The Department should create an integrated EA effort that accommodates the myriad of EA efforts underway in the Department. All organizations within DOE are directed to partner with the Department’s Office of the CIO to eliminate the redundant EA efforts and to continue to pursue opportunities for consolidating office automation and infrastructure buys by utilizing enterprise licenses and Departmental purchases. DOE is also reviewing all financial management systems and efforts to ensure alignment with the Department’s plans for I-MANAGE.
Health and Human Services				
HHS shows evidence of commitment to strengthening its central CPIC process. Progress must continue and produce results including a true integration of IT capital planning with the general budget decision-making process.	The departmental EA efforts are in the early stages, not addressing equally all parts of the Department, and manifested in several separate Enterprise Architecture efforts.	HHS’ IT projects are generally tracking well on cost, schedule, and performance. However, more than 50 percent of the HHS major system business cases (Ex. 300s) require improvement because they inadequately address security. HHS did not submit Ex. 300s for some large projects.	HHS has continued to lead well on E-Grants and Consolidated Health Informatics (CHI). On the cross-agency E-Gov agenda front, HHS has moved forward on many detailed implementation issues encountered in E-Grants, filed the Ex. 300 for Consolidated Health Informatics, and increased commitment of resources. HHS’s progress report on complying with GPEA shows 63 percent (212) of its 337 total transactions projected to meet the deadline. Additional progress is dependent upon establishing a Public Key Infrastructure for electronic signatures, working with the E-Authentication initiative.	Improve coordination of HHS’s internal IT activities with E-Grants, Geospatial One-stop and E-Gov initiatives related to simplifying administrative systems. OMB notes that work on the Enterprise Architecture should progress quickly to an integrated and comprehensive departmental process for EA, to identify and reduce redundancies, and map the Departmental EA to the Federal Enterprise Architecture efforts of OMB.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Housing and Urban Development				
HUD has a strong CPIC process that is integrated with both the EA efforts and the budget process.	HUD has made significant progress on their EA efforts and should continue working on aligning their EA with the Federal Enterprise Architecture (FEA) effort.	HUD submitted business cases on 100 percent of major systems for the 2004 Budget and were operating within 90 percent of submitted cost, schedule, and performance targets.	HUD has continued to be a partner in many of the 24 E-Gov initiatives, including: Gov-Benefits, Online Rule, E-Grants, E-Loans, E-Training, E-Travel, Integrated Acquisition, and E-Authentication. HUD delivered the New FHA module on time. Given HUD’s number of transactions, it is recommended that HUD move to aggressively implement the requirements of GPEA.	HUD will develop an Action Plan for meeting milestones in major systems. HUD must continue to make progress in delivering new working systems, including the FHA Ledger Project and other important delivery milestones to be laid out by HUD.
Interior				
Interior’s CPIC process and governance document was piloted in 2002, revised, and reissued to bureaus for implementation.	Interior is reviewing its many separate and uncoordinated EA efforts and creating an integrated and comprehensive departmental process for EA. OMB was briefed on the strategy and the agency is moving forward on these efforts.	Significant strides have been made to identify all IT investments and to use OMB’s Exhibit 53 and 300s to display and track IT investments. The initial budget submission included business cases for 35 projects with 20 of them remaining on the “At-Risk” list. Interior has recently submitted additional business cases and strengthened business cases initially submitted. Interior will continue strengthening the business cases on the “At-Risk” list and the projects they represent. Interior will review its IT portfolio and ensure that all projects meeting the major project definition provide business cases. Interior and OMB will work together to improve the linkage between budget data and IT investment data from Exhibit 53.	Recreation One-Stop is making good progress and will expand to include enhanced links to reservation and other services. Geospatial One-stop is being coordinated with Federal agencies, states, and local governments. Interior hired a permanent Executive Director and established an intergovernmental Board of Directors for the project. Interior is making progress in complying with GPEA. OMB identified 271 eligible GPEA transactions for Interior to review. Of these, Interior identified an initial 80 eligible for conversion—50 percent will be completed by the deadline and Interior will make every effort to complete the others by the deadline. For the remaining possible eligible transactions, Interior is reviewing the transactions to determine the feasibility of making those transactions electronic in tandem with its information technology modernization.	The Department is creating an integrated and comprehensive departmental process for EA to identify and reduce redundancies of EA efforts across the department and working with OMB to develop a department-wide EA process. Interior continues its efforts to map the departmental EA to the Federal Enterprise Architecture efforts of OMB. OMB endorses the process used by Bureau of Land Management. The EA should be fully developed to a detail level that ensures the efficient management of Department IT resources, not merely a high-level overview. The Department will implement an inter-bureau IT consolidation. Interior’s CPIC process will be implemented at the bureau level in 2003. The remaining 50 percent (40) of initial eligible GPEA transactions will have plans in place to be completed post 10/2003.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Justice				
All components (CIO, CFO, PEC) participate in the CPIC process.	DOJ has made progress toward integrating their CPIC and EA. Justice's work on its EA shows progress in developing the 4 layers (business, data, application, and technology), but does not yet fully address security. Justice does use the EA to make decisions about IT investments. The Department appears to have many separate and uncoordinated Enterprise Architecture efforts.	DOJ prepared 2004 business cases for their major investments; however, many will be placed onto the "At-Risk" List due to deficiencies that must be addressed.	The Department issued its Strategic Plan in July of 2002. The Department was active in a number of E-Gov initiatives including E-Authentication and E-Grants. It was also involved in other E-Gov initiatives including Disaster, Safecom, e-Travel, e-Training, and Integrated Acquisition. It should continue to stay an active participant in these initiatives. As part of the e-Authentication Initiative, DOJ is requested to coordinate its E-Commerce Controlled Substances Ordering System effort with the e-authentication project and report its progress in Spring Review. DOJ's progress in complying with GPEA has 63 percent (68) of its 108 total transactions projected to meet the deadline.	The Department will create an integrated and comprehensive departmental process for EA, including identifying and reducing redundancies in these separate approaches. Justice will work with OMB to develop a department wide EA process and continue its efforts to map the Departmental EA to the Federal Enterprise Architecture efforts of OMB. The Department should conduct an analysis to map its major system 300s to business, stakeholders, and selected other layers of the IT architecture.

Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Labor				
DOL's CPIC process is used to implement the Modernization Blueprint and EA throughout the budget process. The CPIC and EA are fully integrated.	DOL's EA is a Modernization Blueprint for improving agency mission performance and is consistent with the FEA BRM. It addresses the four layers (business, data, application, technology) and security. It is used to make budget decisions about IT. DOL should continue to work to ensure that its EA efforts are consistent with the Federal Enterprise Architecture.	Only 15 of DOL's 55 business cases were evaluated as "At-Risk". Most of these were for lack of security reviews that were already in progress but not complete. All of these business cases are scheduled for revision within the first quarter of CY 2003.	DOL was the first department with a central IT fund to promote cost-effective investments to serve its mission. The percentage of investments in this fund, while still small, increased from 13 percent in 2002 to 17 percent in 2003. DOL is the managing partner of GovBenefits, which was launched publicly April 29, 2002. DOL is a partner agency and active participant in 12 other E-Gov initiatives. DOL's progress in complying with GPEA has 73 percent of their transactions projected to meet the deadline. In 2003, it should work toward ensuring the streamlining of all of its electronic transactions that had until recently been paper-based. In this way, DOL will move toward being an exemplar for converting paper to E-Government transactions.	GovBenefits should work with State governments to define virtual social services application forms. Labor should complete implementation of its common e-mail system, which is scheduled for 5/03. DOL should establish an integrated, publicly accessible website for Service Contract Act wage determination data. DOL should complete its IT improvements to its Davis-Bacon system.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
State				
State is currently reviewing its CPIC process and has negotiated an improvement plan with OMB to address CPIC, EA, and E-Gov issues.	State’s initial EA is heavily focused on the technical aspects of the enterprise and does not provide a Modernization Blueprint for the agency. OMB received an EA Project Plan from State with milestones that clearly defines how the agency will move forward on their EA work.	Since September 30, 2001, State has markedly improved its business cases. None of the business cases submitted with the 2004 budget failed. 15 of 24 are on the “At-Risk” list, a big improvement over last year. State should continue strengthening those business cases on the “At-Risk” list and the projects they represent. State should also review its IT portfolio to ensure that all projects meeting the definition of “major” provide successful business cases.	State is a participating partner in several E-Gov initiatives; however, it seems that State is continuing to develop systems in isolation that would benefit from collaboration with other agencies, in particular USAID. State Department is beginning to partner with the E-Government e-Training project management team. State’s progress in complying with GPEA has 48 percent (45) of its 94 total transactions projected to meet the deadline.	State and USAID agreed to develop a joint Enterprise Architecture and identify opportunities for collaboration and consolidation of IT systems, beginning with financial management. State is launching a major new system, SMART, designed to replace many key functions (cables, messaging, document management). This project could be the lynchpin of State’s operations. We expect that State’s management team will diligently and carefully plan, design, and evaluate this new system. One key aspect that must be considered is how SMART meshes with the E-Gov initiatives and how it will function as a shared multi-agency tool. State’s new E-diplomacy office should work in concert with State’s Information Resource Management Office to assess how IT systems meet the Administration’s goals to unify, simplify, and reduce redundancy in IT systems government-wide.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Transportation				
DOT has made progress in the area of its CPIC process, including finalization of its overall IT CPIC policy and convening of the Departmental Investment Review Board, which resulted in the consolidation of multiple redundant systems. This consolidation effort is underway and will be reflected in the 2005 submission. The department should continue strengthening the process and ensure that the CPIC is fully integrated with the budget and EA.	DOT’s EA is still in the early stages of development. DOT needs to maintain its focus on a business driven EA that addresses all of the necessary security issues and an EA that is aligned with the Federal Enterprise Architecture effort.	The department has made tremendous progress in terms of providing business cases as part of the budget, though much work remains to be done in this area. The initial budget submission included business cases for 85 projects. 44 of these projects remain on the “At-Risk” list and Transportation should continue to strengthen the business cases and the projects they represent.	DOT is an active partner and continue to be in many of the E-Gov initiatives including Rec-One Stop, Disaster, Safecom, Online Rulemaking, Geospatial, e-Grants, e-Training, e-Travel, Integrated Acquisition. DOT’s progress in complying with GPEA has 90 percent (338) of its 375 total transactions projected to meet the deadline.	The Department will provide OMB an update on its progress at least quarterly and further integrate its EA into the budget process for future years. DOT should work with the Online Rulemaking Management Initiative managing partner (EPA) to develop and adopt a common rule-making solution. As part of E-Authentication, it should coordinate with the Common Access Architecture—Public Key Infrastructure (PKI) for Digital Signature project with the E-authentication team to determine if this system is redundant with e-authentication.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Treasury				
While Treasury’s CPIC process has existed within the Department it does not appear to be integrated with the budget process. The bureaus within the Department have independent CPIC processes that fail to be integrated into one Department wide process.	Treasury’s EA has a very strong technology layer with little business and data information. Treasury should continue work on their EA and provide information in the four layers (business, data, application, and technology) with a clear view of how Treasury will use the EA to modernize the agency.	The Department cannot demonstrate that its IT investments are achieving at least 70 percent of planned costs, schedule, and performance goals. The majority of its business cases for 2004 did not successfully make the business case and therefore will be placed on the “At-Risk” list.	Treasury is leading two E-Gov initiatives, Free Filing and Expanded Electronic Tax Products for Business and is actively supporting expansion of Pay.gov. It should deploy the Internet application for EINs as part of the One-Stop Business Compliance project. Treasury should carefully review the IT portfolios of its bureaus to ensure that the bureaus are investing in projects in a manner fully consistent with the government-wide E-Government initiatives and continue participating in such projects as Free Filing, Online Rule, Expanding Electronic Products for Business, e-Training, e-Travel, Integrated Acquisition, and e-Authentication. Treasury’s progress in complying with GPEA has 36 percent (256) of its 700 total transactions projected to meet the deadline. 86 percent of these transactions are from IRS, who should continue to make progress towards GPEA compliance and the goal established by the IRS Restructuring and Reform Act of 1998 (RRA98) of 80 percent of all tax and information returns being filed electronically by 2007.	Develop a project plan that describes how Treasury will achieve an integrated CPIC process across the Department during 2003 before publication of the President’s Budget. Create an integrated and comprehensive departmental process for Enterprise Architecture (EA). To do this, it would help to identify and reduce redundancies in the current separate bureau by bureau approaches. These architecture efforts should include efforts to map the Departmental EA to the Federal Enterprise Architecture. All bureau-specific EA efforts should be put on hold until a Department-wide EA plan, consistent with the Federal Enterprise Architecture efforts, is developed.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Veterams Affairs				
VA has implemented a CPIC process governed by its Senior Management Committee (SMC). VA has made progress toward integrating their CPIC and EA.	VA should continue its efforts to modernize IT using the EA effort and report quarterly progress on milestones to OMB. VA should continue looking for opportunities to unify, simplify, and consolidate around the needs of the veterans.	The 2004 budget submission demonstrates significant improvement in VA's business cases. While a number of the business cases were on the "At-Risk" list, the department has continued to strengthen these business cases and the projects they represent. There are opportunities for VA and DoD to expand collaboration on projects. VA should increase its coordination and alignment with VA's and DoD's medical care delivery systems. This effort will allow both Departments to better serve their beneficiaries, many of whom are dually eligible, while using Federal funds more efficiently and effectively. These efforts should be in addition to efforts currently underway.	VA has expanded its participation in E-Gov initiatives, including becoming a significant partner in at least one project in each of the four E-Gov portfolios. VA will continue participation in E-Gov initiatives, especially e-Payroll, e-Grants, e-Loans, e-Travel, e-Training, e-Authentication and Gov-Benefits. VA's progress in complying with GPEA has 88 percent (156) of its 177 total transactions projected to meet the deadline.	VA will continue to implement the centralization of IT authority under the CIO. VA will continue populating the One-VA Enterprise Architecture. It should complete the crosswalk of the VA EA with the Federal EA and Business Reference Model (BRM). VA and DoD collaboration milestones: VA and DoD should provide OMB with a joint draft site selection proposal three weeks prior to submission to Congress, quarterly reports detailing progress on development of the pilot projects (starting April 1, 2003), and a joint implementation plan before proceeding with operations at the pilot sites (by July 15, 2004).

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Environmental Protection Agency				
EPA’s CPIC process has all the components (CIO, PEC, CFO) participating in the process. EPA has made progress toward integrating CPIC and EA. However, additional work remains to integrate the CPIC and budget processes.	EPA has provided a baseline “As Is” architecture and is rapidly creating a Modernization Blueprint and identifying key business modernization issues as part of their target architecture. It has made progress on developing the 4 layers of the Enterprise Architecture (business, data, application, and technology), but does not fully address security. EPA should continue its work to align agency EA efforts to the Federal Enterprise Architecture.	EPA submitted revised 2004 business cases as required. After final review, 100 percent of business cases received passing scores.	As the managing partner for the Online Rulemaking initiative, EPA has established a highly capable program management office for this project and is poised to deliver the rule-making website ahead of schedule. Overall, EPA is currently participating in 14 of the 24 E-Government initiatives. EPA’s progress in complying with GPEA has 26 percent (131) of its 505 total transactions projected to meet the deadline.	EPA is already working to better integrate their budget planning and CPIC processes. The agency submitted its Target Architecture in December and is continuing to develop a robust Enterprise Architecture that will serve as the Agency’s Modernization Blueprint. EPA should also continue its involvement in all appropriate E-Government initiatives including e-Travel, Disaster Management, Geospatial, Integrated Acquisition, e-Records, and e-Authentication. To support this, the agency should continue its centralized mechanisms for ensuring its active participation in the initiatives.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
General Services Administration				
GSA has all of the appropriate organizational components (CIO, PEC, CFO) participating in its CPIC process. GSA has made progress toward integrating its CPIC and Enterprise Architecture (EA). GSA issued a 5 year IT Strategic Plan in December, 2002.	GSA has developed a satisfactory “As-Is” financial management architecture and recently submitted the “To-Be” architecture for its financial management functions. While GSA has made progress towards developing a modernized financial management architecture approach because these financial management functions constitute most but not all of the enterprise, the EA is still technology-driven, and not business driven.	GSA has made progress on providing business cases compliant with A–11 and A–130. However, many of GSA’s projects failed to make successful business cases because of security weaknesses and will be placed on the “At-Risk” list for monitoring. GSA must report to OMB on a quarterly basis on the progress made toward strengthening business cases for “At-Risk” projects and the management of the projects.	GSA continues to provide good support for the five E-Gov initiatives for which GSA is managing partner and OMB E-Gov activities generally. It should continue its participation in the E-Gov initiatives as managing partner of Federal Asset Sales, e-Travel, Integrated Acquisition, USA Services, and e-authentication. It should also continue its participation in e-Payroll and e-Records. By March 14th 2003, GSA should provide OMB a schedule for adding the Federal Acquisition Institute and the Applied Learning Center training activities to the e-Training website. GSA’s recent GPEA report to OMB has all of GSA’s remaining 48 transactions, which are not yet GPEA compliant projected to meet the October 2003 deadline.	GSA should demonstrate it is making IT decisions across the enterprise, with full service involvement (e.g. the work begun on Enterprise wide Infrastructure, web page content management, and Customer Relationship Management). GSA must continue to fully leverage its partner resources for the five E-Gov initiatives it manages; and actively participate in the internal efficiency initiatives where GSA currently has redundant or complementary systems (e-Training and Recruitment One Stop).
Agency for International Development				
USAID has made progress in updating its CPIC process since last year primarily through its Business Transformation Executive Committee (BTEC). It is in the process of defining requirements for its newly established Capital Investment Working Group. USAID will update its CPIC process to reflect the group’s participation in the agency’s CPIC process.	USAID EA has a very strong technology layer with some business and data information. USAID has been in the process of updating their EA. They should continue these activities and provide information in the four layers (business, data, application, and technology) with a clear view of how AID will use the EA to modernize the agency and collaborate with State.	Since September 30, 2001, USAID has markedly improved its business cases. None of the business cases submitted with the 2004 budget failed, however all six of the business cases that were submitted were placed on the “At-Risk” List. USAID should continue strengthening those business cases on the “At-Risk” list and the projects they represent. USAID should also review its IT portfolio to ensure that all projects meeting the definition of “major” provide successful business cases.	USAID and State will develop a joint Enterprise Architecture and identify opportunities for collaboration and consolidation of IT systems, beginning with financial management. In addition, USAID has begun more active participation in government-wide initiatives, including e-Grants. USAID’s GPEA plan shows that 92 percent of its transactions are projected to meet the deadline.	State and USAID will develop a joint Enterprise Architecture and a plan for increased IT collaboration. USAID will also investigate potential collaboration with other agencies on their grants and acquisition systems. Finally, USAID will bring their business cases in compliance with A–11 requirements and be a full and active participant in relevant government-wide initiatives, including e-Grants and Integrated Acquisition.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
National Aeronautics and Space Administration				
NASA's has all the appropriate stakeholders participating in the CPIC process (e.g., the CIO, Procurement Executive (PEC), and CFO).	NASA has aligned its Enterprise Architecture with the Federal Business Reference Model and discussed it with the OMB Chief Technology Officer.	NASA has made great strides in refining its plans and processes for monitoring and reporting on its IT investments. However, only two of NASA's 14 IT business cases were judged to be adequate and not "At-Risk". NASA and OMB will continue to review its IT portfolio to improve the information that NASA collects and to determine which IT investments require business cases.	NASA is aggressively increasing its integration of E-Government activities internally, and continues to participate in four inter-agency E-Gov initiatives. Additionally, NASA is providing informal support to five other interagency initiatives. NASA has a key role in cross-agency certification of Public Key Encryption. NASA should continue being an active participant in the following E-Gov initiatives: e-Travel, Geospatial, e-Training, Integrated Acquisition, and e-Authentication. NASA will take necessary steps to make its OneNASA Portal operational by February 2003. The NASA CIO and Comptroller have issued new guidance letters on the collection of information to address IT investments and their alignment with IT security. As NASA already provides online access to a majority of its transactions, the agency is making progress towards compliance with GPEA. However, NASA should concentrate its efforts on the information collections related to IFMP.	NASA should create an integrated CPIC process that incorporates the various centers and enterprises into one unified CPIC process. NASA has made some progress toward integrating its CPIC and Enterprise Architecture (EA). NASA needs to create an integrated EA effort that accommodates the various EA efforts underway in the agency. All centers and enterprises within NASA are directed to partner with NASA's Office of the CIO on these EA efforts, eliminate any redundant EA efforts, and continually pursue opportunities for consolidating office automation and infrastructure buys.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
National Science Foundation				
NSF’s CPIC process is used to implement the agency’s Enterprise Architecture (EA) throughout its budget process. The CPIC and EA are fully integrated.	NSF’s EA is consistent with the Federal Enterprise Architecture Business Reference Model.	NSF submitted 5 business cases. While some of them were initially placed on the “At-Risk” list, NSF has continued to strengthen these business cases and the projects they represent.	NSF receives over 99 percent of its annual proposals electronically through its FASTLANE system. NSF continued as an active partner in e-Grants, it has paid its full share of e-Grants Phase I costs. It should continue its involvement in the E-Gov initiatives and seek additional opportunities to participate in the E-Gov initiatives. NSF’s progress in complying with GPEA is excellent. Of NSF’s nearly 25 transactions, it has only one transaction that lacks a date for GPEA compliance.	NSF should continue work to ensure that the agency’s EA efforts map to and support the Federal Enterprise Architecture. Based on its upcoming Business Analysis, NSF will develop its next generation Enterprise Architecture that supports and maps to the Federal Enterprise Architecture. It will include the development of a phased implementation plan for the identified new technologies. NSF should ensure that its five-year IT strategic plan is consistent with government-wide E-Gov efforts.
Office of Personnel Management				
OPM uses its CPIC process to implement the Modernization Blueprint and EA through the budget process.	OPM’s EA is a Modernization Blueprint for improving agency mission performance. The next update will align OPM’s business lines to the Federal Enterprise Architecture and the governmentwide and agency E-Gov initiatives.	Business cases for major projects substantially comply with the requirements of OMB Circular No. A–11 and A–130. Major projects with approved cost, schedule & performance goals are on time, within budget and meeting performance objectives.	OPM leads five of the 24 governmentwide E-Gov initiatives—Recruitment One-Stop, e-Training, e-Clearance, Enterprise HR Integration, and e-Payroll—that support the federal employee lifecycle and help to transform federal human capital management. At least 81 percent of OPM’s information transactions will meet the GPEA deadline for electronic options.	Continue to achieve planned security remediation activities for 42 program systems and report progress quarterly.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Small Business Administration				
SBA’s CPIC process has all the necessary components (CIO, PEC, CFO) participating in the decision making process. SBA has made progress toward integrating its CPIC and EA. SBA needs to improve IT program performance oversight.	Through SBA’s EA work, the agency is currently identifying key business modernization issues, and has made progress on developing the 4 critical IT layers (business, data, application, technology). Nonetheless, the EA does not yet fully address security. SBA should continue aligning its EA efforts with the Federal Enterprise Architecture.	Submitted revised 2004 business cases as required. After final review, 100 percent of business cases received passing scores.	Established BusinessLaw.gov to provide small businesses easy access to information on how to find, understand, and comply with government regulations. Citizen one-stop service delivery integrated through Firstgov.gov. SBA plans to enhance management and support of customers and partners through implementation of relationship models, including the elimination of program “stove-pipes” and better integration of all programs and delivery systems through one-stop shops and/or supply chain management techniques. SBA should continue its participation in e-Loans, One Stop Biz, e-Training, Integrated Acquisition, and e-Travel. SBA projects that 81 percent (47) of its 58 total transactions will meet the GPEA deadline.	SBA is steadily improving its IT processes and business cases have shown improvements. SBA must formally implement its EA process and ensure that CFO, procurement, and other officials partake in the investment decision and review process.
Social Security Administration				
SSA’s CPIC process is integrated with business modernization plans and the budget process. The CPIC and EA are fully integrated.	SSA’s EA work is currently identifying key business modernization issues, has made progress on developing the 4 layers (business, data, application, technology), but does not yet fully address security.	SSA provided business cases for all major projects but does not show that 90% of projects meet cost, schedule, and performance goals.	SSA remains a paper-driven agency but is building capacity to reduce reliance on paper-based processes and provide integrated service delivery in the future. SSA is the managing partner for e-Vital, which is on schedule, and participates in e-Authentication, e-Training and other cross-agency initiatives. SSA formulated performance indicators for customer Internet usage and established baseline data. SSA projects that 16 percent (32) of SSA’s 201 total transactions will meet the GPEA deadline.	SSA should continue working to align its EA efforts with the Federal Enterprise Architecture and actively pursue opportunities to collaborate with other agencies to design and deliver systems around the needs of the citizens.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
National Archives and Record Administration				
NARA’s CPIC process has all of the components (CIO, PEC, CFO) participating. NARA has made progress toward integrating their CPIC and EA.	NARA’s EA work is currently identifying key business modernization issues, has made progress on developing the 4 layers (business, data, application, technology), but does not fully address security.	NARA has made significant progress on providing business cases compliant with A–11 and A–130. However, most of NARA’s projects failed to make successful business cases and will be placed on the “At-Risk” list for monitoring. NARA is working to improve the business case for their “Electronic Records Archives.”	NARA serves as the Managing Partner for the E-Records E-Gov initiative. It should continue to be an active participant in the e-Travel and Integrated Acquisition projects. NARA’s progress in complying with GPEA has 6 percent (3) of its 50 total transactions projected to meet the deadline.	NARA should continue working to align its EA efforts with the Federal Enterprise Architecture. It should develop a strategy for using its EA as the Modernization Blueprint for the agency.
Nuclear Regulatory Commission				
NRC uses its CPIC process to implement its Modernization Blueprint and EA throughout its budget process.	NRC’s EA work is currently identifying key business modernization issues, has made progress on developing the four layers (business, data, application, technology), but does not fully address security.	NRC submitted business cases for its major IT investments and exceeded the performance goal of at least 60 percent of its IT budget request accompanied by business cases. However, many of the business cases did not successfully make the business case and therefore will be placed on the “At-Risk” list.	NRC should continue participating in the e-Travel and Integrated Acquisition E-Gov initiatives. NRC should also work with the Online Rulemaking Management Initiative (OLRM) managing partner (EPA) to develop and adopt a common rulemaking solution.	NRC should continue work to align its EA with the Federal Enterprise Architecture and continue working to ensure that its EA will serve as the agency’s Modernization Blueprint. NRC should continue working to ensure full alignment and integration of all NRC enterprise-wide IT policies and processes, to include best practices systems development, CPIC, EA, systems security certification and accreditation, and routine E-Gov reviews of existing and proposed IT investments.

Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
Corps of Engineers				
The Corps uses the CPIC process to implement its EA throughout the budget process.	The Corps conducted significant work to integrate its EA activities with the work of the Federal Enterprise Architecture. The Corps needs to develop a more robust EA that should serve as its Modernization Blueprint.	All of the business case the Corps submitted will be placed on the “At-Risk” List. Only 11 percent of the Corps 2004 IT budget request was accompanied with business cases and therefore it did not meet the performance goal of major projects accounting for at least 60 percent of the IT investment portfolio for 2004 reporting. (A–11, Section 53)	As part of Recreation One Stop, the Corps should have a plan for accommodating the Department of Interior in the National Recreation Reservation Service. The Corps should continue working on the other E-Gov initiatives they are currently involved with including Geospatial and Integrated Acquisition. Corps’ progress in complying with GPEA has all of its 17 transactions projected to meet the deadline.	The Corps will develop an action plan with milestones for developing an Enterprise Architecture that will serve as the agency’s Modernization Blueprint. The Corps will develop additional business cases for 2005 to increase the visibility of its IT Portfolio.

Table 22–2. Government to Citizen—By Projects

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
GOVBENEFITS.GOV				
DOL www.govbenefits.gov	Provides a single point of access for citizens to locate and determine potential eligibility for government benefits and services.	<ul style="list-style-type: none"> • Hits to site per month (Target: 350,000) • # of referrals to partner benefit sites (Target: 10% increase) • Average time to find benefits and determine eligibility (Target: 20 minutes or less) 	<ul style="list-style-type: none"> • Initial services locator launched on 04/29/02 as a screening tool to identify services citizens may qualify for (Now at 200 programs) 	<ul style="list-style-type: none"> • 03/31/03—Establish first iteration of virtual benefits data standards with states • 04/30/03—Online screening tool for 225 benefit programs from current 200 • Q1 2004—Make progress in migrating SSA and VA forms toward a single site, which may be maintained by one of these agencies
RECREATION ONE-STOP				
DOI www.recreation.gov www.volunteer.gov/gov	Provides citizens with a single-point of access to a web-based resource, offering information and access to government recreational sites in a user friendly format.	<ul style="list-style-type: none"> • # of partners sharing data via Recreation.gov (Target: 35 partners added) • # of facilities listed in Recreation.gov (Target: 25% increase) • # of online reservations • Customer satisfaction 	<ul style="list-style-type: none"> • First county/state data added to Recreation.gov as part of intergovernmental "Government Without Boundaries" initiative, May 2002 • Recreation.gov relaunched with enhanced map interface and state data in September 2002 • Joined OASIS and initiated RecML data standard process December 2002 • Data provided in a consistent format for 2,471 recreation sites managed by 10 Federal organizations, 4 states, and 1 county, January 2002 	<ul style="list-style-type: none"> • 4/30/03—Add new map capability • 09/30/03—Complete Recreation data standard (RecML) • 10/31/03—Online cross-government reservation system relaunched; Park Service reservation system de-activated
IRS FREE FILING				
TREAS www.irs.gov	Creates a single-point of access to free online preparation and electronic tax filing services provided by Industry Partners to reduce burden and costs to taxpayers.	<ul style="list-style-type: none"> • % coverage of tax filing public (Target: minimum of 60%) • # of citizens filing electronically (Target: 15% increase) 	<ul style="list-style-type: none"> • Signed agreement with Industry Partners to offer free tax services for the 2003 tax season 	<ul style="list-style-type: none"> • 01/16/03—Deploy industry partnership for free online tax filing solution for 2003 tax season

Table 22–2. Government to Citizen—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
ONLINE ACCESS FOR LOANS				
DOED	Creates a single point of access for citizens to locate loans. Improves the efficiency and reduces burden of loan programs.	<ul style="list-style-type: none"> • # of clicks to access relevant loan information • Improve Agency access to risk mitigation data • Customer satisfaction 	<ul style="list-style-type: none"> • PMC endorsement of business case and loan program improvement opportunities 	<ul style="list-style-type: none"> • 09/30/03—Release eLoans Gateway: a plain speak website that educates citizens on federal loan programs, with links to federal agencies and private sector resources • 09/30/03—Web enable risk mitigation data for agency access
USA SERVICES				
GSA	Develop and deploy government wide citizen customer service using industry best practices that will provide citizens with timely, consistent responses about government information and services.	<ul style="list-style-type: none"> • Average time to respond to inquiries through Firstgov.gov and FCIC (Target: 100% of inquiries responded to within 24 hours) • Average time to resolve inquiries through Firstgov.gov and FCIC • # of government-wide inquiries call center and e-mail systems can handle (Target: 3.3M calls/year and 150,000 emails/year) • Customer satisfaction 	<ul style="list-style-type: none"> • Created an Office of Citizen Services at GSA to provide cross-agency customer service for citizens • Integrated Federal Citizen Information Center's (FCIC) call center with Firstgov.gov to provide citizens with ability to contact the federal government via telephone, email, letters, or fax. 	<ul style="list-style-type: none"> • Develop a pilot multi channel contact center by 06/03/03 • 01/04—Develop and deploy a pilot government wide citizen customer service using industry best practices that will provide citizens with timely, consistent responses about government information and services • 11/30/03—Define call-center/email architecture

Table 22–2. Government to Business—By Projects

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
E-RULEMAKING				
EPA www.regulations.gov	Allows citizens to easily access and participate in high quality, efficient rule making process. Improves the access to, and quality of, the rulemaking process for individuals, businesses, and other government entities while streamlining and increasing the efficiency of internal agency processes.	<ul style="list-style-type: none"> • # of electronic comments submitted through regulations.gov • # of online docket systems decommissioned with the associated cost savings and cost avoidance • # of downloads of rules and regulations • # of public participants in rulemaking process 	<ul style="list-style-type: none"> • Developed a cross agency front-end web application for receiving public comments on proposed agency rules • Firstgov.gov links to all agency regulatory docket sites • Completed the benchmarking study and evaluation of existing agency websites • Clinger-Cohen letter issued to consolidate redundant and siloed agency websites 	<ul style="list-style-type: none"> • 01/03—Launch of government-wide portal giving citizens the ability to find, view, and comment on all proposed rules • 02/03—Begin development of the E-Rulemaking back office tools • 07/03—Complete enhancement of EPA system • 07/03—Begin migration of legacy web-based system agencies to the federal-wide system • 07/03—Begin converting five non-web based system agencies to the federal-wide systems • 09/30/04—Complete migration and conversion of the identified Agencies
EXPANDING ELECTRONIC TAX PRODUCTS FOR BUSINESSES				
TREAS	Reduces the number of tax-related forms that businesses must file, provides timely and accurate tax information to businesses, increases the availability of electronic tax filing, and models simplified federal and state tax employment laws.	<ul style="list-style-type: none"> • Burden reduction for corporations per return and/or application filed • Administrative cost to Federal government per return filed • Cycle time to grant Employer Identification Number (EIN)—interim EIN granted immediately • # of electronic tax-related transactions (all forms) 	<ul style="list-style-type: none"> • Completed development of the Employment Tax (Form 94x) and Internet EIN applications. • Completed a proof-of-concept for Pre-Screening Notice and Certification Request for the Work Opportunity and Welfare-to-Work Credits (Form 8850) 	<ul style="list-style-type: none"> • 01/28/03—Deploy Phase 1 online EIN • 01/6/03—Deploy Form 94X—Employment tax form building in XML format to make business returns easier to file electronically • 01/04—Initial implementation of 1120 e-file for business to facilitate end to end tax administration (Modernizing E-File System)
FEDERAL ASSET SALES				
GSA www.firstgov.gov	Creates a single, one-stop access point for businesses to find and buy government assets.	<ul style="list-style-type: none"> • Cycle time reduction for asset disposition • \$ cost avoidance for personal property • Return on assets (ROA) 	<ul style="list-style-type: none"> • Migrated Fedsales.gov to Firstgov.gov and improved search capabilities for items that agencies are trying to sell • Released Request For Info (RFI) 	<ul style="list-style-type: none"> • 07/03—Vendor contract awarded • 12/03—First program federal asset sale

Table 22-2. Government to Business—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
INTERNATIONAL TRADE PROCESS STREAMLINING				
DOC www.export.gov	Makes it easy for Small and Medium Enterprises (SMEs) to obtain the information and documents needed to conduct business abroad.	<ul style="list-style-type: none"> • Time to fill out export forms and locate information (Target: 10% annual reduction) • # of unique visitors to Export.gov (Target: 15% increase) • # of trade leads accessed by SMEs through Export.gov (Target: 10% increase) • # of registered businesses on Export.gov 	<ul style="list-style-type: none"> • Defined solution architecture for simplifying export processes 	<ul style="list-style-type: none"> • 03/03—further integrate EX-IM insurance filing processes and products into Export.gov • 02/27/03—Deploy online collaborative workspace that consolidates all information gathered by trade specialists and disseminates it through Export.gov to SMEs • 05/03—Automate NAFTA certificate of origin guidance • TBD—Migrate BuyUSA to GTN
ONE-STOP BUSINESS COMPLIANCE				
SBA www.businesslaw.gov	Reduces the burden on businesses by making it easy to find, understand, and comply with relevant laws and regulations at all levels of government.	<ul style="list-style-type: none"> • Time savings for business compliance and filing (Target: 50% reduction) • Regulatory agency savings through transition to compliance from enforcement through automated processes (Target: 25% increase) • # of days reduced for issuing permits and licenses • Cycle time to issue permits and licenses issued (Target: within 24 hours) • # of visitors/page views (Target: 10-20% increase) • Reduction in redundant IT investments 	<ul style="list-style-type: none"> • Launched Businesslaw.gov (Dec 2002) • Piloted Portal Maximizer for improved navigation • Created two transactions online: 1) A national Business Registration for state identification and an IRS EIN and 2) a proof of concept Report Harmonization tool for coal miners that saves 25,000 hours annually in reporting burden to five federal and one state agency 	<ul style="list-style-type: none"> • 02/03—Launch compliance portal for trucking industry • 05/03—Complete 30 expert tools (from multiple agencies, including OSHA, EPA, IRS, INS, DOT, DOE) designed to help businesses comply with relevant regulations in the environment, health and safety, employment, and taxes • 08/03—Design and implementation for five most common applications for the food processing vertical

Table 22–2. Government to Government—By Projects

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
CONSOLIDATED HEALTH INFORMATICS				
HHS	Adopts a portfolio of existing health information interoperability standards (health vocabulary and messaging) enabling all agencies in the federal health enterprise to speak the same language based on common enterprise-wide business and information technology architectures.	<ul style="list-style-type: none"> • # of federal agencies & systems using the standards to store and/or share health information • # of contracts requiring the standards • # Impact on patient service, public health and research • # increase in common data available to be shared by users 	<ul style="list-style-type: none"> • # Government-wide health IT governance council established • # Resubmitted business case including full work breakdown structure and in-kind financing plan • # Proposed messaging and laboratory data standards under consideration by partners 	<ul style="list-style-type: none"> • # 02/02—Establish & institutionalize federal health data standards governance; announce council • # 02/03—Announce four messaging and one vocabulary standard including initial deployment efforts • # 02/03—Announce 25 target priority vocabulary domains for initiative and schedule for federal adoption • # 09/03—Begin deploying health informatics standards, including laboratory and messaging vocabularies in federal systems • # 09/03—Standards maintenance and ever greening processes in place
GEOSPATIAL INFORMATION ONE-STOP				
DOI	Provides federal and state agencies with single-point of access to map-related data enabling consolidation of redundant data.	<ul style="list-style-type: none"> • # of data sets posted to portal • # of users • # of cost sharing partnerships for data collection activities • # of data-set hits 	<ul style="list-style-type: none"> • Created a draft standard to ensure consistency among data sets that describe transportation routes and allows governments to share data about transportation related issues • Kick started development of open standards based interoperable portal 	<ul style="list-style-type: none"> • 02/03—Complete draft standards for critical spatial data themes (framework data) • 02/03—First iteration of the planned metadata • 05/03—Deploy first iteration of the Geospatial One-Stop Portal
DISASTER MANAGEMENT				
FEMA www.disasterhelp.gov	Provides federal, state, and local emergency managers online access to disaster management related information, planning and response tools.	<ul style="list-style-type: none"> • Reduce response recovery time by 15% • Improve situational awareness planning capability by 25% • Increase the number of first responders using DMIS tools by 10% 	<ul style="list-style-type: none"> • Pilot launch on 11/25/02 	<ul style="list-style-type: none"> • 10/1/03—Deploy an integrated channel for access to Disaster Management organizations, knowledge, services, and tools

Table 22-2. Government to Government—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
SAFECOM				
FEMA	Provides interoperable wireless solutions for federal, state and local public safety organizations and ensures they can communicate and share information as they respond to emergency incidents.	<ul style="list-style-type: none"> • # of agencies that can communicate with one another • Response times for jurisdictions and disciplines to respond to an event • # of wireless grant programs that include Safecom-approved equipment • Voice, data and video convergence 	<ul style="list-style-type: none"> • Identifying existing wireless network integration solutions fielded by federal, state, tribal, and local public safety agencies proven to provide interoperability. Solutions will be used as models to provide a baseline from which to further implement options for interoperability within the public safety community. • Modifying an existing web-based tool as a channel of distribution for the identified wireless network integration solutions • Developing process for grant funding to state, tribal, and local organizations • Plans in place to launch a requirements definition and analysis 	<ul style="list-style-type: none"> • 02/03—Develop short-term interim solution for immediate integration of wireless networks • 07/03—Define the requirements for first responder interoperability at state, local, tribal, and federal levels to develop a long-term architecture • 09/03—Identify gaps between existing wireless systems and interoperability requirements • 10/03—Develop concept of operations for interoperability • 09/04—Develop national architecture
E-VITAL				
SSA	Establishes common electronic processes for federal and state agencies to collect, process, analyze, verify and share birth and death record information. Also promotes automating how deaths are registered with the States.	<ul style="list-style-type: none"> • Time for state to report death to SSA (Target: 15 days) • # of verified death records • Time to verify birth and death entitlement factors (Target: 24 hours) • # of false identity cases 	<ul style="list-style-type: none"> • As of Dec 2002, birth and death information from eight states (CO, HI, MO, MS, MN, IA, CA, OK) is available online for Social Security to use • Three states (MN, MT, SD) and New York City have signed contracts to implement an improved death registration process 	<ul style="list-style-type: none"> • 06/1/04—Launch production EVVE hub • 10/31/03—Deploy an initial capability for Electronic Death Registration (EDR) records with DC, NJ, and NH
E-GRANTS				
HHS www.fedgrants.gov	Creates a single, online portal for all federal grant customers to access and apply for grants, thus making it easier for potential recipients to obtain information about federal grants.	<ul style="list-style-type: none"> • # of grant-making agencies publishing grant opps in portal • # of grant programs available for electronic application • % of reusable information per grant application • # of applications received electronically 	<ul style="list-style-type: none"> • Launched on 8/30/02 • Unified grant application standard completed 10/1/02 • HHS reached an agreement with agencies, universities and nonprofits, setting data standards for grant applications 	<ul style="list-style-type: none"> • 10/1/03—Deploy simple, unified grant application mechanism

Table 22-2. Internal Efficiency and Effectiveness—By Projects

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
E-TRAINING				
OPM www.golearn.gov	Provides a single point of online training and strategic human capital development solutions for all federal employees, reducing instructor and travel costs and improving human capital management.	<ul style="list-style-type: none"> • Cost avoidance: total tuition/travel cost reductions for participating agencies (Target: minimum of \$50M in reductions) • % of executive branch agencies receiving their e-training via golearn.gov • E-Training is supplier of choice to fulfill Human Capital training at all Cabinet-level agencies 	<ul style="list-style-type: none"> • Launched on 07/23/02 and as of October has had over 35 million visitors with over 28,000 registered users • Variable training costs have been reduced to less than a penny per student • Recently launched IT security courses that map to the GISRA and NIST requirements (developed in collaboration with, and endorsed by NSA) 	<ul style="list-style-type: none"> • 01/31/03—Launch Module 2 which includes additional free and fee-for-service course (contains user and managerial tools such as virtual classrooms and eval tools, FLECT CoP, KARTA) • 06/30/03—Launch Module 3 which establishes CoPs/ Knowledge Domains categorized by profession, linked to competencies, KSAs, and mapped to E-Training courses • 09/30/04—Interface to/ shutdown of existing on-line training systems
RECRUITMENT ONE-STOP				
OPM www.usajobs.opm.gov	Outsources delivery of USAJOBS Federal Employment Information System to deliver state-of-the-art on-line recruitment services to job seekers that include intuitive job searching, on-line resume submission, applicant data mining, and on-line feedback on status and eligibility.	<ul style="list-style-type: none"> • Cost-per-hire • Time-to-fill vacancies • % of federal job applicants using Recruitment One-Stop (Target: 80%) • Availability of applicant status (Target: Real-time) <p>Additional metrics can be captured based on market-based metrics incorporated in the Recruitment One-Stop solution</p>	<ul style="list-style-type: none"> • An improved site was re-launched on 06/30/02 • Evaluating vendor proposals 	<ul style="list-style-type: none"> • 01/03—Contract award • 3/10/03—Implement improved job application submission process, job searching, job vacancies / announcements and linkage to agency assessment tools • 08/29/03—Implement applicant database mining; full integration to agency assessment tools; applicant status tracking • 12/31/03—Shutdown of agency job search engines and resume builders

Table 22–2. Internal Efficiency and Effectiveness—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
ENTERPRISE HR INTEGRATION				
OPM	Streamlines and automates the exchange of federal employee human resources information. Replaces official paper employee records.	<ul style="list-style-type: none"> • Cost/cycle time savings per transaction due to reduction in manual paper processing • Time for inter-agency transfers • Usage of analytics by all Cabinet-level agencies in the Human Capital Planning process 	<ul style="list-style-type: none"> • Gained agreement of federal human resource officers on common data standards • Demonstrated Workforce Analysis and Support System (WASS) and Civilian Forecasting (CIVFORS) tools to EHRI Partners 	<ul style="list-style-type: none"> • 02/11/03—Demonstrate analytics and forecasting • 05/1/03—Propose data standards and standard components to CIO Council Architecture Committee • 01/30/04—Deploy EHRI Repository to support CPDF replacement, E-Payroll and E-Clearance • 06/30/04—Establish standardization policy • 06/30/04—Deploy EHRI Repository to support Inter-Agency Employee Transfer Requirement • 06/30/04—Deploy EHRI Repository to support RSM
E-CLEARANCE				
OPM	Streamlines and improves the quality of the current security clearance process.	<ul style="list-style-type: none"> • Cost per application • Reciprocity between agencies • Average time to process clearance forms • Average time to complete clearance forms • Time to locate and evaluate previous investigations and clearances 	<ul style="list-style-type: none"> • Finalizing testing of federal security questions (SF86) • Consolidated clearance investigation results to a DOD and civilian database, May 2002 	<ul style="list-style-type: none"> • 01/31/03—Deploy Clearance Verification System (CVS) • 05/31/03—Imaging: All agencies begin imaging background investigation information • 06/30/03—Implement e-QIP
E-PAYROLL				
OPM	Consolidates 22 federal payroll systems to simplify and standardize federal human resources/payroll policies and procedures to better integrate payroll, human resources, and finance functions.	<ul style="list-style-type: none"> • Payroll cost per transaction/per employee (Target: in-line with industry averages) • Accuracy of Treasury Disbursements, Post Payroll Interfaces, and Periodic Reporting 	<ul style="list-style-type: none"> • Selected four qualified payroll providers; negotiating with the best qualified group on terms and conditions of Memorandum of Agreement • Customer education forum—12/5/02 • Identified 87 opportunities to standardize policies affecting payroll 	<ul style="list-style-type: none"> • 01/8/03—Agencies and OPM announce selection of payroll providers • 03/1/03—Start migration to move from the 22 existing providers to the two selected payroll partnerships • 07/28/03—Standardize payroll processes • 09/30/03—First consolidations (DOE, EPA, ...) • 09/30/04—Executive agencies migrated to 1 of 2 payroll partnerships

Table 22–2. Internal Efficiency and Effectiveness—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
E-TRAVEL				
GSA	Provides a common government wide end-to-end travel service that rationalizes, automates, and consolidates the travel process in a self-service web-centric environment, covering all aspects of travel planning, authorization and reservations, to expense reporting and reimbursement. Leverages administrative, financial and information technology best practices to realize significant cost savings and improved employee productivity in-line with industry averages.	<ul style="list-style-type: none"> • Administrative cost per trip (Target: in-line with industry averages) • # trips serviced through E-Travel • # of agencies and users using E-Travel services • % of use of E-Travel services within each agency • % improvement of time for traveler to get reimbursed 	<ul style="list-style-type: none"> • Developed government-wide inventory and business case defining cost/benefits and high-level agency migration requirements • In final stages of completing MOUs with 24 BRM agencies • Provided an online booking engine for interim use • Approved acquisition plan to consolidate and aggregate government-wide E-Travel services • Posted final RFP draft • Partnered with VA on benchmarking study of agency-specific end-to-end service • Issued Federal Travel Regulation guidance and mandates for use of the E-Travel service 	<ul style="list-style-type: none"> • 06/30/03—Complete an acquisition and award to end-to-end service provider • 10/01/03—Establish Travel Management Office (TMO) for ongoing travel service management • 12/31/03—Complete pilot to deploy first full agency and initiate migration of all agencies to end-to-end service • 12/31/03—Begin agency capture of detailed travel and financial information in government-wide data warehouse • 12/31/04—All agencies fully committed to using end-to-end solution and replace all existing agency end-to-end travel systems
INTEGRATED ACQUISITION ENVIRONMENT				
GSA	Creates a secure business environment that will facilitate and support cost-effective acquisition of goods and services by agencies, while eliminating inefficiencies in the current acquisition environment.	<ul style="list-style-type: none"> • % reduction in time for delivery of products and services • cost-per-spend • % of intragovernmental transactions going through IAE • % reduction in procurement transaction errors • % of vendors registered in central database 	<ul style="list-style-type: none"> • Launched a Business Partner Network, a one-stop portal for vendor registration • Launched past performance information retrieval system (July 2002) 	<ul style="list-style-type: none"> • 07/01/03—Contract directory fully populated • 09/30/03—Publish standardized eTransactions for interface and data exchanges • 10/01/03—Deploy updated management information system • 10/01/03—Deploy initial intra-governmental exchange portal • 12/31/03—Implement online representations and certifications with new clauses • Consolidate/leverage contract writing systems

Table 22–2. Internal Efficiency and Effectiveness—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
E-RECORDS MANAGEMENT				
NARA	Provides policy guidance to help agencies to better manage their electronic records, so that records information can be effectively used to support timely and informed decision making, enhance service delivery, and ensure accountability.	<ul style="list-style-type: none"> • % of eligible data items archived/preserved electronically • Consolidation of IT investments for correspondence systems • Document search/retrieval burden • Document recovery burden 	<ul style="list-style-type: none"> • Issued guidance for transferring permanent email records and attachments to the National Archives (Sept 2002) • Adopted revised Department of Defense standard for common set of requirements for records management applications DoD-wide (June 2002) 	<ul style="list-style-type: none"> • 12/30/02—Expand methods of transferring E-Records to NARA • 01/15/03—Announce adoption of records management application standard • 03/31/03—Complete E-Records transfer standards for three formats • 06/15/03—Deploy enterprise-wide ERM System guidance • 09/30/04—Establish policy for consistency in implementation of ERM

Table 22–2. Cross-Cutting—By Projects

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
E-AUTHENTICATION				
GSA	Minimizes the burden on businesses, public and government when obtaining services online by providing a secure infrastructure for online transactions, eliminating the need for separate processes for the verification of identity and electronic signatures.	<ul style="list-style-type: none"> • Cost savings from IT expenditures a coordinated and streamlined approach to E-Authentication • % of GPEA burden using transactions that authenticate using the E-Authentication gateway • # of credentials by customer segment needed to interact with the federal government • % of citizens trusting transactions with the government (from existing surveys) • Time to access e-government applications 	<ul style="list-style-type: none"> • Four agencies (DOD, TREAS, USDA, NASA) cross-certified with Federal PKI Bridge • Live interim gateway deployed (Oct 2002) 	<ul style="list-style-type: none"> • 02/03—Certification and accreditation of interim E-Authentication gateway • 04/03—Government-wide authentication guidance • 05/03—Deployment of first applications to use the E-Authentication gateway, additional apps added throughout 2003 and 2004 • 08/03—Establish list of trusted credential providers • 09/30/03—Full deployment of E-Authentication gateway